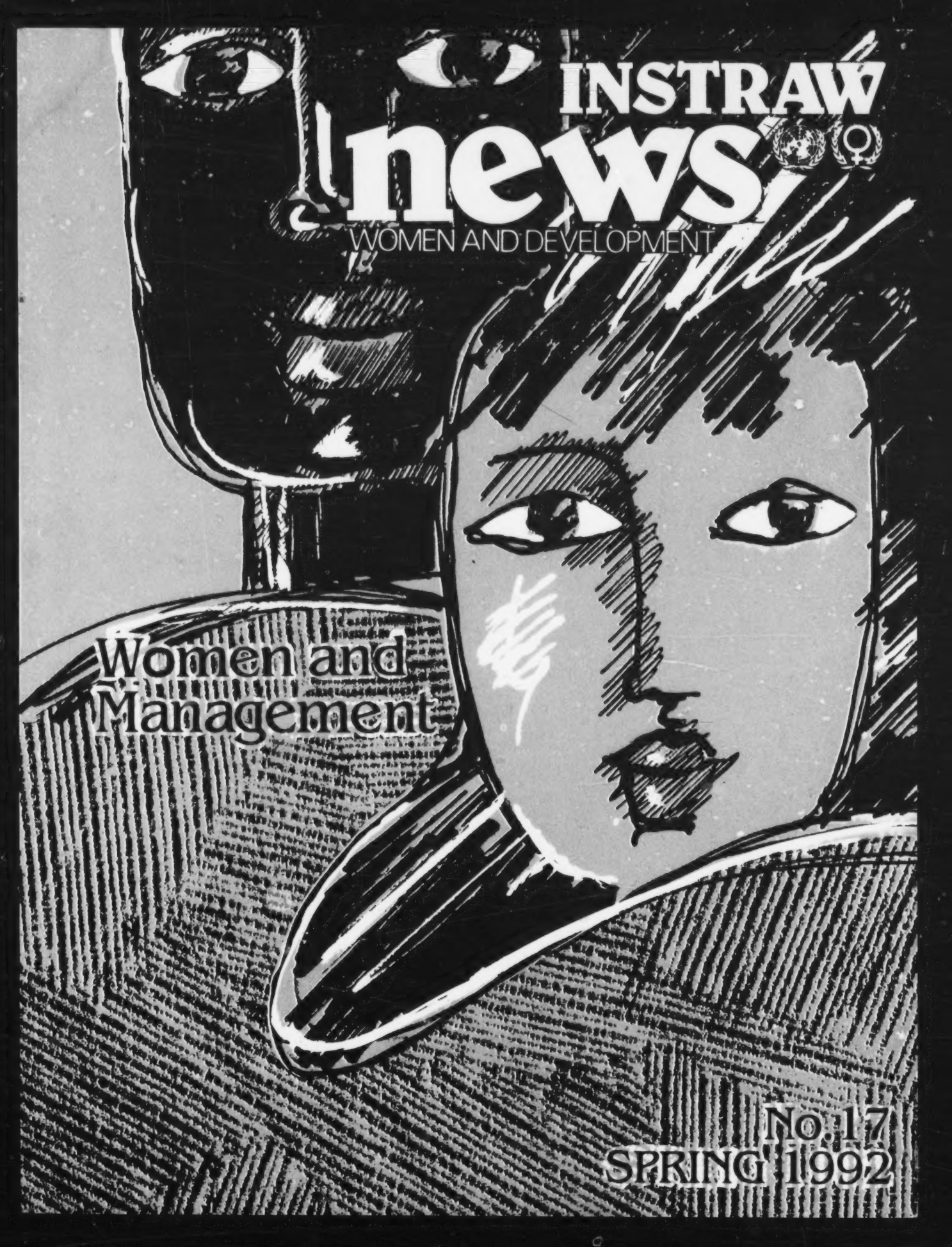
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Editorial

Women Decision Makers: Breaking Through the Glass Ceiling

To say that women are generally underrepresented in the ranks of decision makers is an understatement. They hold a mere 10 to 20 per cent of managerial and administrative jobs world-wide, despite the fact that they make up nearly half of the world's workers.

Buzzwords such as the "glass ceiling" and the "pink ghetto" can be equally applied to developed and developing countries when it comes to women in management, although generally speaking the public sector is the largest employer of women and men alike in the developing world, while women in developed countries enjoy more opportunities in the private sector. Throughout the world, women tend to earn less and have less responsibility on the job; this, and the economic recession, is driving growing numbers of women to self-employment and the informal sector. One obvious distinction between developed and developing regions, however, lies in access to education and the demand for highly skilled employees, and how these influence career development. Increased opportunities for women appear to be associated with economic development and urban location, although this varies from region to region.

As described in this issue of *Instraw News*, there is a considerable gender gap in politics, with women holding less than 10 per cent of top government posts and less than 5 per cent of high posts in international organizations and corporations *(lead article, page 2)*. We consider the situation of women in management in such diverse nations as The Gambia, Tunisia, Malaysia, Ecuador, Spain, Yugoslavia and the United States, and what Governments and corporations are doing to remedy the disparities.

A related article discusses why women are underrepresented in the public sector, which many feel should set an example for the private sector *(page 15)*. The use of training as the top strategy for increasing the ranks of managerial women is detailed elsewhere in this issue *(page 6)*, with a variety of programmes aimed at women managers in developing countries; policy development for increasing the role of women in public management; seminars for top-level managers in Africa, and training programmes sponsored by state-owned enterprises now under way.

This issue also examines some of the theory behind efforts to increase women's upward mobility *(page 17)*, and takes a look at how women fare in the United Nations system, where 35 per cent participation by women in high-level posts is targeted by 1995 *(page 23)*.

INSTRAW's new audio-visual package on women and the environment; its updated training package on women, water and sanitation, and the conclusion of its statistical project on African women in the informal sector are also dealt with in our summary of major events around the world concerned with women and different socio-economic sectors. □

READEX
FICHE

Women Strive to Be Decision Makers

The obstacles to women's access to decision-making, whether in the public sector, the private sector or politics, cut across national and class boundaries. They include the challenges of coping simultaneously with domestic and professional responsibilities; overt or covert discrimination in the workplace and in society at large; financial dependence; lack of education or experience considered as qualifications for decision-making positions, and low levels of self-confidence.

"The toughest thing in becoming decision makers is to change the system and to ensure that the perspective includes women," affirms Margaret Shields, the Director of INSTRAW. "Because there is a minority of women in policy-making especially, it's an uphill battle."

Ms. Shields, who was appointed to the post this past summer, has a great deal of experience in politics. She was the longest-serving woman minister in the New Zealand cabinet. Most recently the Minister of Women's Affairs, she headed, at the same time, the Ministries of Consumer Affairs, Statistics, and Senior Citizens, and was Associate Minister of Education. Previously she served as Minister of Customs and, for a period, was Associate Minister of Housing.

In comparing the public and private sectors, the same rules apply, according to Ms. Shields. "To get women high up, you must first get them in middle authority positions," she says. "And that is trickier than it sounds: Their experience in the community prior to entering the labour force is seldom counted as real experience. The rules must be changed to give credit for experience outside the public and private sectors, where appropriate, such as managerial experience in voluntary organizations, and in running households."

Furthermore, she adds, even when women are appointed to top jobs, some of them "feel they must become like the boys; and once they do, it's hard to change track. There are regrettably few examples of women who've brought women's values into the political arena." Or as the United Nations publication *Women: Challenges to the Year 2000* puts it, "the arrival of a female Head of State or Government does not automatically have a 'trickle down' effect."

Ms. Shields quotes Betty Friedan, the noted American feminist, who said, "We've lost the battle if we get more women in decision-making and they simply become as good as the boys." As Ms. Shields puts it, "we need to build from the bottom up, at every level of decision-making, rather than having a few brave women standing alone."

In some ancient as well as contemporary societies, some degree of equality between the sexes held sway. Throughout recorded history, however, women have been cast in subordinate roles. The aphorism "Anatomy is destiny" is probably the number-one reason.

Margaret Shields
INSTRAW Director

Pink Ghetto, Glass Ceiling Prevail

With the industrial revolution, and especially during and after World War II, women began entering the workforce in record numbers. Booming industrial sectors, notably in the garment, textile and electroniccs fields, have attracted millions of women, in many cases pushed by economic necessity. In the 1980s and 1990s, the modernization of agriculture and exodus from rural areas, the world-wide economic crisis and the concomitant growth in single-parent households have played a role. The world's women are increasingly finding employment in export processing zones, with transnational corporations and in the informal sector of the economy. They are becoming more skilled, better educated and more economically independent.

Not that that they have a choice: In countries with small private sectors, and especially ones that still have a heavy industrial or manufacturing base and are importing new technologies which women have not been trained to use, one of the few outlets available to entrepreneurial women is the informal sector. And that sector -- where agricultural work still predominates -- is marked by widespread exploitation, nonexistent job security and a greater pay gap between men and women than in the formal sector.

In mainstream employment, women are still segregated in the "pink ghetto." They work in female-dominated fields -- clerical work, sales and service jobs -- and earn an average 30-to-40 per cent less than men. Those women who do rise through the ranks encounter a "glass ceiling," whether in the employ of their Governments, in the corporate world or in politics.

Women constitute 41 per cent of

We need to build from the bottom up at every level of decision-making.

the world's workers, but hold less than 10 to 20 per cent of the managerial and administrative jobs, according to the United Nations publication *The World's Women 1970-1990: Trends and Statistics.* Their representation in the highest circles of government is less than 10 per cent. Last year, only three countries had more than 20 per cent women at the ministerial level.

Most countries now have legislation in place designed to promote equality between the sexes. The extent to which those laws and policies are observed varies greatly, and there seems to be no correlation between a country's socio-economic status and its track record on equal opportunity or women's participation in decision-making. If cultural traditions sometimes impede women's progress in more conservative societies, there are other areas in which the more modernized societies lag behind. As a general rule, the public sector in developing countries is the largest single employer of both men and women, while the private sector, simply by virtue of its greater size, offers more opportunities to women in developed than in developing countries. Can any distinction be made between developed and developing countries, then?

Margaret Shields thinks there can. "Until now", she says, "it's been wellnigh impossible for the ordinary woman in developing countries to enter the political arena, which is still reserved in the main for elites, for women who get in by grace and favour, on the understanding that they will behave according to the rules, or because they're the relatives of someone powerful. Whereas increasingly in developed countries, especially because of the political structures, more women are getting in through their own efforts or because of previous experience in the women's movement."

Jeanne-Marie Col, Special Technical Adviser to the United Nations Department of Technical Cooperation for Development (DTCD), agrees, offering yet another distinction. Access to education, and the need for trained employees, are one major difference between developed and developing countries in terms of career development, she writes elsewhere in this issue. Her study concluded that increasing opportunities for women are associated with economic development, political patterns and urban location.

African Women Face Grave Challenges

African women are perhaps the worst off of any region in terms of their participation in decision-making. Their continued marginalization from education, employment and political participation is by now well documented. That situation is particularly crucial in Africa, however, because of the continent's severe economic crisis.

The majority of African women are concentrated in the agricultural sector, in subsistence farming as unpaid family labourers. As for urban women, their major employer is the informal sector, where they draw on skills acquired outside the formal school system and depend on indigenous resources. With the increasing incidence of female-headed households in Africa, the need to enhance women's employment opportunities has become even more pronounced.

Women's employment in the African formal sector is characterized by low-status, low-paid, dead-end jobs, largely in services and factories. The prospects for women's advancement in this category of jobs are virtually nil. There are few women in management positions, and even fewer in top decision-making positions, both in the public and private sector.

"There are some outstanding women decision makers in Africa – partly because they're so rare," says Margaret Shields. "Two obstacles to more participation by both men and women are the lack of developed educational systems and problems with communication. Democracy depends on information, and it's difficult for *anyone* to participate when information flows are controlled."

Indeed, most public and wage employees in Africa are men. Although the public sector is the largest employer in most countries, African women occupied 13 per cent of administrative and managerial jobs (including legislative officials, government administrators and managers) during the last decade, and that proportion was twice as much as in the 1970s. In the political arena, women accounted in 1987 for 8 per cent of all parliamentarians in sub-Saharan Africa, which registered the largest such increase since 1975 in the developing world. Mozambique and the Seychelles boast the highest percentages of parliamentary seats held by women. By late last year, 9 per cent of all government ministry posts in that part of the continent were held by women, but primarily in such traditionally "female" portfolios as social welfare, education, culture and women's affairs.

Women have managed to achieve at least 10 per cent of ministerial-level positions in five African countries: Burkina Faso, Burundi, Liberia, Senegal and the United Republic of Tanzania. However, there has never been an African woman Head of Government.

Prospects for improving the situation are not good, given the overall deterioration in Africa's economic and social conditions. African women's employment in the formal sector is declining, and literacy rates are down; only in North Africa have significant gains been made in women's education recently.

A report presented on Kenya at a DTCD interregional seminar on women in public management (Ljubljana, October 1990) revealed a number of trends and factors that would equally apply to other African nations. "Colo-

nial education relegated women to a subornate position" is one such observation; it meant that, because women were not encouraged to take math and science courses, only a small percentage of them are employed in technical fields.

"In Africa", states the report, "age is more relevant to leadership than achievement." This would suggest that even when women do attain the necessary educational and other qualifications to hold high-level positions, most of them would be considered too young. Other impediments are the African extended family system, which expects women to have as many children as possible; the fact that the society is "predominantly male-dominated", leading women to hide their talents, and the unwritten rule that highly accomplished women "diminish their marketability in terms of marriage".

Kenya sociologist Maria Nzomo, research coordinator for DAWN (Development Alternatives for Women in a New Era) in Africa, believes that the problem with finding consensus in the African women's movement stems from the fact that most women's organizations are led by elite women who share the "male development ideology", according to an article in Mexico's daily *El Día*.

Civil Service Leads the Way

In The Gambia, the career advancement prospects of women civil servants -- who hold 20 per cent of all such posts -- are still hampered by their inability to complete training courses due to responsibilities at home. Gradually, however, Gambian women are being promoted to top positions in the civil service. Overall, they represented 17 per cent of all administrative and managerial workers in 1987.

In Lesotho, more women than men work as public servants, but their counterparts in the private sector have better chances of advancement, despite the fact that women's educational levels are generally higher than men's. None the less, the situation is changing, as women move increasingly into non-traditional specializations within the Government, especially in health care. In 1988, women represented 67 per cent of all dentists, 80 per cent of pharmacists and 31 per cent of physicians in the Ministry of Health.

Still, there are more men in the highest posts, and discriminatory practices that view women as "perpetual minors" drive them out of the civil service. Case studies presented at Ljubljana show that women face stricter selection criteria, must work harder to obtain both appointments and promotions and have little job security. "Most women, on reaching high-level posts, spend a few years and then retire for better options in the private sector or as self-employed," says one such study.

Even in the private sector, though, Basotho and other African women face a "glass ceiling" similar to that encountered by their peers in the developed world. They have no legal status without assistance from their husbands and thus find it difficult to obtain credit, open businesses or own land.

African Women at the Wheel: Togo's Nana Benz

In several West African countries, however, some women have managed to forge a significant role for themselves in both the economic and political spheres. They are the market women who exercise a virtual monopoly on the national cloth trade; in Togo, they are known as "Nana Benz", because they drive around in Mercedes Benzes. They own apartments in Paris, rambling homes in the capital cities and extensive commercial establishments. Their organization, the Professional Association of Retailers, was largely responsible for keeping former President Eyadema in power over the years. They lobbied him to modernize the Lomé market and keep textile import tariffs down, and in return made substantial contributions to his political party. Mr. Eyadema was quoted in *The New York Times* as saying, "The Nana Benz are the seat on which the Government stands. We must not disturb them."

None the less, the Nana Benz and their counterparts in Ghana, Zaire, Angola and other countries are the exception that proves the rule. To get ahead, they have had to strike out on their own. They are not decision makers in a corporate setting, but entrepreneurs, working for themselves.

North of the Sahara

The participation of Egyptian women in the decision-making process is "trivial" at present, according to another paper presented at Ljubljana. But the author, Fardous Ismail Arelf of the Central Agency for Organization and Administration, is optimistic, believing that progress in education, and the effect of the mass media in increasing women's awareness of their potential roles, have made women more and more eager to assume positions of national leadership. Women constitute a growing percentage in science and technology, she says, adding that "they prefer to work in scientific research rather than in the productive sector because the latter might require longer working hours and working at night".

Women -- especially women parliamentarians -- have also participated in government and local efforts to protect the environment. More and more Egyptian women are representing their country at international conferences, and not just those concerned with women's roles or problems, but increasingly in the scientific and economic fields as well. A 1983 law required that each of 31 legislative councils comprise at least one woman member; by 1987, women accounted for 4 per cent of all elected and appointed seats in Parliament. This sort of institutionalized quota system is becoming a common practice throughout much of the developing world as one sure means of raising the numbers of political women.

In neighbouring Tunisia, 5.6 per cent of parliamentary seats were held by women in 1987. In the mid-1980s, women occupied 5.5 per cent of high-level posts in the central administration, and there were women Ministers of Public Health and of Family and Women's Improvement. Generally, however, women in the Tunisian public service are at a disadvantage, says the author of another country report from the Ljubljana seminar, Naima Jelassi of the Ministry of Social Affairs. They are less promoted than men, usually because of family responsibilities that interfere with the administrative timetable. Some functions, such as Parliament and trade unions, remain traditionally male, despite the fact that women comprise about one-fifth of the labour force. Women workers tend to be concentrated in the paramedical field, teaching and magistracy.

The situation changes only slightly in another Saharan nation, the Sudan, where the vast majority of women work in agriculture. Women represent about 10 per cent of all public sector employees, but also only one-tenth of the sector's administrative and managerial workers. Women's share of private

sector jobs is 8 per cent, with only 2 per cent of economically active women working in finance and related services. Again, women dominate the bottom rungs of occupational hierarchies, have less access to jobs than men and are subject to occupational segregation. In the professional and technical category, most women are teachers and nurses.

In the Sudan as in so many other countries, one of the key obstacles to women's participation in economic decision-making is the lack of employment opportunities. Since men are the traditional breadwinners, they are given preference for what few jobs there are. Discrimination in education is another factor.

Signs of Change

Largely as a result of the national women's machineries cropping up around the continent, more and more African civil services are instituting measures to redress inequities. These include extended maternity leaves, the payment of pensions to women officers who retire for marriage after a minimum period of service, and granting housing loans to married women.

The African Training and Research Center for Women (ATRCW) of the Economic Commission for Africa (ECA) is among the many international agencies collaborating in efforts to increase the numbers and influence of women in top decision-making positions. Currently it is involved in a research programme on women in top management in Africa, with a fourfold objective: to identify barriers to the advancement of women; to identify women in top positions and determine common positive factors contributing to their success; to utilize those factors in formulating strategies, and to publicize the achievements of those women so that they can serve as role models.

Asia and the Pacific

Women's access to the decision-making arenas in Asia and the Pacific varies widely, in accordance with the region's vastly complex economic, political and social conditions. As in other regions, no clear correlation can be drawn between thriving economies (as in the oil-producing States) and the status of women.

Eastern and southeastern Asia had the highest average percentages of women in parliamentary assemblies, at about 13 per cent (1987 figures). In both southern and western Asia, by contrast, the proportion was closer to 5 per cent. Women constituted 10 per cent of administrative and managerial workers in the region as a whole, the percentage having almost doubled since 1970.

Of the 52 countries in Asia and the Pacific, at least 29 had no women at the ministerial level in 1987. The four countries with the highest representation of women in Parliament were Mongolia (25 per cent), China and the Democratic People's Republic of Korea (both with 21 per cent) and Viet Nam (18 per cent).

Women in western Asia face "almost impenetrable barriers to participation in top-level decision-making", says INSTRAW's Margaret Shields. "This is tragic, given the need in all countries to select leadership from among the best people available, and for all types of experience to be represented."

As to the rest of Asia, which has produced five women Heads of Government in recent years, most of the top women political leaders rose to power because of family connections. There are, as Ms. Shields observes, "some admirable exceptions".

Malaysia, the Philippines and Thailand were the subject of country reports at the United Nations Subregional workshop on Policy Development for Increased Women's Participation in Public Management, held in Kuala Lumpur on policy development *(see related article, p. 15)*. In these three countries, the public sector has played a growing role both in employing women and in enabling them to achieve high-level positions.

"There is a fair distribution of women in senior managerial positions" in the Malaysian public sector, says one author of that country's report. Those women do, however, face certain social constraints, primarily the fact that "Asian social values [limit] interactions among men and women". None the less, Malaysian women have made great strides since the 1960s, when they first entered the public sector job market: They now account for 13 per cent of all administrative and diplomatic posts in the Government. In the private sector, they represented 9 per cent of all administrative and managerial workers (1980s figures) and, for example, 33 per cent of accountants. They have also garnered 90 per cent of dentistry scholarships. Malaysia had the highest per capita gross domestic product (GDP) of the three countries, in 1987: $1,991.

In the Philippines, seminar participants reported an "increasing acceptance of the role of women entrepreneurs. The resurgence of garments, handicrafts, food processing, giftwares and houseware industries as top dollar earners can be attributed to women entrepreneurs." Women also accounted for 37 per cent of all career executive civil service officers in 1984. Among administrative and managerial workers, in the 1980s their share was 34 per cent.

The trend in Thailand suggests that "female government officers will outnumber their male colleagues", and that there will be more female middle management in the long run. Presently, 6 percent of top executives in the civil service are women, as are some 26 percent of all administrative and managerial workers (1980s data).

In Africa, age is more relevant to leadership than achievement.

Implementation of strategies formulated by representatives of the three countries is now under way. These include:

- Introducing flex-time, job-sharing schemes and part-time jobs that allow for longer maternity and paternity leaves;
- Restructuring agencies involved in women's affairs to upgrade the capacity of officers and increase their role;
- Strengthening welfare and support programmes to help women in the workplace;
- Preparing training modules and curricula for female supervisors;
- Conducting national mass media campaigns to eliminate gender stereotyping;
- Sending top policy makers and administrators to more study tours and international conferences on human

resources management and women in management, and

• Establishing a women's civil service association within the six-member Association of South-East Asian Nations (ASEAN).

Chinese Women Increase Their Visibility

More and more Chinese women are becoming managers, professionals and office workers, according to another report presented at Ljubljana, which stated that women represented 30 per cent of the national total in 1989. Their political participation is equally impressive: In addition to holding one-fifth of all seats in the National People's Congress, women comprise 7 per cent of all ministers and vice-ministers in the central Government.

This growth is attributed to several factors. With government backing, women have joined the workforce in large numbers; they have advanced their educational status, and now represent one-third of all students in higher education. Women's organizations, along with legislative safeguards and the influence of the mass media, have changed public opinion and publicized women's role in the nation's modernization programme.

None the less, the authors of the report admit that "women's participation in political life is inadequate"; they say that the percentage of females in leadership is low, and "the higher the posts, the lower the rate". Three reasons are cited. First, implementation of China's equal rights law is "hampered by vestiges of feudal ideas", so that women have to work much harder than men to compete for the same positions. Secondly, "the educational, scientific and technical levels of most Chinese women are comparatively low, impeding women's progress in political life". (The ratio of female-to-male enrolment in institutes of higher education is only 42:100, as opposed to 80:100 in Malaysia and 119:100 in the Philippines.) And thirdly, some women face psychological obstacles to decision-making, such as low self-image and self-confidence.

Among the strategies being proposed to enhance Chinese women's participation in decision-making is training to upgrade the skills of women managers. Colleges and vocational schools have been set up by women's federations. These institutions have turned out more than 40,000 women,

(Continued on Page 7)

Training Women in Decision-Making

Of all the strategies currently envisioned to enhance women's role in decision-making, training is arguably the one with the most immediate potential impact. As INSTRAW's Director Margaret Shields says, "All three sectors – public, private and political – must have training to assist today's managers in getting rid of prejudices and demonstrating the advantages of broadening the pool of talent to include women."

Some examples of training programmes now under way are discussed in the following pages, along with information for obtaining the materials.

Management Training: INSTRAW's Contributions

INSTRAW has collaborated on two programmes aimed at training women managers in developing countries. The first, a *Modular Approach to Development of Managerial and Entrepreneurial Skills for Women Managers in Developing Countries*, was produced in conjunction with the United Nations Industrial Development Organization (UNIDO). It consists of seven modules or topics, outlining curricula for each of the areas covered and giving clear instructions as to the required materials (trainer's guide, instructional notes for a participatory approach, workbooks, handouts, etc.). An instructor's guide and user's notes are also included.

Module A, Advanced General Management for the Female Executive, targets upper-middle and top-level managers as well as their trainers and top consultants. Module B, Essential Management for Female Entrepreneurs/Managers, deals with the constraints faced by women managers of small industries, and is aimed at developing basic skills for assisting potential women entrepreneurs/managers of small industries.

Entrepreneurship Development for Female Business Entrants (Module C) aims to increase the level of confidence and entrepreneurial orientation, to develop personal entrepreneurial competence and to improve the basic business planning skills of potential or threshold female business entrants. Module D, Project Promotion Services for Female Entrepreneurs, is intended for financial institutions and bank operations officers who provide consultancy services to women clients in the small-scale industry sector.

The fifth module, Training of Female Entrepreneurs' Trainers, is for small-and-medium-scale industry instructors; government training staff, and lecturers at public administration institutes. Its aim is to enhance skills in assessing training needs, establishing training objectives, developing curricula, planning and delivery of training sessions, and evaluating the impact of training programmes for women entrepreneurs. Modules F and G provide, respectively, a Training Managers Course on Entrepreneurship and Management Development for Women, and Development of Financial Skills for Female Entrepreneurs. *Available from INSTRAW, publication INSTRAW/SER. B/40.*

A Framework for Training Women Managers in Public Enterprises in Developing Countries is INSTRAW's second venture into the area of management training *(see INSTRAW News No. 15, p. 36).* It was developed jointly with the International Center for Public Enterprises in Developing Countries (ICPE), and is aimed at providing currently employed women with training to enhance their mobility within industrial organizations. The three modules are prefaced by the statement that all training must have the benefit of rational policies which influence the following: recruitment, placement, performance appraisal, career planning and guidance, training and development, promotion, and wage and salary administration.

The modules are directed at three management groupings: supervisory, middle and senior. The supervisory module is two weeks long and is intended for personnel from public enterprises; the middle management module is to be carried out internationally or regionally over the course of three weeks, while the senior management module has a six-month schedule, with subjects to be dealt with during six weekend blocks. The idea here is to integrate theoretical academic work into the participants' daily job responsibilities. Course outlines for the three modules include handouts on such topics as communication bottlenecks and breakdowns, handling grievances, principles of effective

(Continued on Page 10)

Women Strive...

(Continued from Page 6)

most of whom now hold key positions at different levels.

Latin America and the Caribbean

Women in Latin America and the Caribbean suffered disproportionately from the economic crisis of the 1980s. While their participation in the workforce grew in record numbers, they tended to find work largely in the urban areas, in industrial free zones and in the informal sector, where working conditions, remuneration and opportunities for high-level positions were extremely limited.

Even so, the region had the highest proportion of women in administrative and managerial jobs during the last decade – about 20 per cent. Large numbers of them are employed in the public sector: In Argentina, they account for 28 per cent of public administration posts, and 12 per cent of jobs with public entreprises. At the ministerial level, three countries can boast that women occupy at least 10 per cent: Dominica (22 per cent), Guatemala (14 per cent) and Uruguay (13 per cent). Cuba and Trinidad and Tobago are the two nations with the highest percentage of women parliamentarians (34 per cent and 17 per cent, respectively, of national totals). There have been six women Heads of Government from Latin America and the Caribbean this century.

"Colonial heritage is a factor" in the low numbers of women leaders produced by the region, according to Margaret Shields. As in Africa, colonial administrations tended to value women most in their reproductive roles. However, in a region long under the throes of dictatorships, women have been in the forefront of efforts to change society, from the Madres de la Plaza de Mayo in Argentina to the numerous women cadres in Peru's Sendero Luminoso (who account for about one-third of all those arrested on charges of terrorism) and the Sandinistas in Nicaragua. It is therefore especially dismaying that, as the United Nations publication *Women: Challenges to the Year 2000* notes, "although women have contributed actively to many revolutionary and independence struggles..., they have rarely been appointed to political office in the new government".

The Spanish Woman Executive: A Profile

The Comisión de Acción Positiva en la Empresa, in collaboration with the Spanish Ministry of Social Affairs, last year commissioned a survey of the professional careers of high-level Spanish women executives in the private sector. The following profile is based on the responses of 213 executive women working in 136 public, private and multinational companies. The Spanish woman executive:

- is between 24 and 45 years old
- has a university degree (especially in information science and personnel management) and knows a second language
- reached her present post by means of internal promotion
- should preferably be single if she wants to reach high-level positions
- receives a monthly salary equivalent to between US$1,905 and US$3,810
- works an average of 40-to-55 hours per week
- is generally married or living with someone, and has children
- receives little career support from mentors
- perceives certain stereotypes about the role of women in the company
- believes that advancement is more possible in large firms than small ones
- works the longest hours in multinationals, shorter hours in private companies and the shortest hours in the public sector
- has to work harder than men for promotion in private companies; less so in multinationals and the public sector
- is more likely to hold top-level in public companies than in multinationals or private companies
- receives a higher salary in small companies (less than 100 employees) than in large ones (10,000 employees and above)
- has more free time if she works for a large company.□

Dominican Republic

In the Dominican Republic – INSTRAW's host country – there has been a gradual feminization of the workforce, particularly in the urban sector, industrial free zones and domestic service. National inflation reached 101 per cent last year (as reported by *El Siglo* on 10 September 1991), contributing to the declining standard of living. The 1987 per capita GDP was only $851, the fifth lowest in the hemisphere. According to Clara Báez, author of *La subordinación social de la mujer dominicana en cifras* (The Social Subordination of the Dominican Woman, in Figures), Dominican women are virtually segregated into different occupations from men and tend to occupy subordinate posts at the lower end of the pay scale.

Women accounted for nearly half of all employees in public administration in 1981, but they were concentrated in the ministries of health, education and foreign affairs. Women were largely excluded from high-level executive posts, representing only 17 per cent of management positions, despite the fact that women civil servants are more educated than their male counterparts. They were also underrepresented in the upper ranks of trade union memberships. Overall, during the 1980s, they had a 27 per cent share of all administrative and managerial positions.

By 1989, the situation had improved somewhat. Fourteen high-level posts in public administration, and five important judiciary jobs, were held by women, along with 23 top positions in the diplomatic service and foreign affairs. The Dominican Republic has a woman Finance Minister.

Despite those facts, "women's minority participation in Congress has prevented them from exercising greater influence in decision-making", according to the Government's 1988-1989 report on implementation of the Convention on the Elimination of All Forms of Discrimination against Women. In the 1986 elections, women candidates won 40 fewer offices than in 1978; their

representation in Parliament is 5 per cent.

Andean Women Lobby for Change

At a meeting of the Commission of the Andean Parliament last June, women from Bolivia, Colombia, Ecuador, Peru and Venezuela voted to urge their Governments to set aside funds to programmes for the advancement of women. They said the region's democracies were "imperfect" because women are poorly represented in the organs of power. In Ecuador, the meeting resulted in the submission of a draft law on women's political participation, which calls for political parties to include at least 25 per cent women candidates and to allocate at least 10 per cent of their funds to training female members and 5 per cent to campaigns encouraging women to participate in the parties' activities.

Ecuadorean women currently occupy 1.4 per cent of parliamentary seats and are not represented at the ministerial level. During the 1980s they accounted for 18 per cent of all administrative and managerial workers, just short of the region's average.

The situation in Venezuela is not substantially different, according to reports presented at the Second Venezuelan Women's Congress last March. Although 54 per cent of all administrative and managerial workers were women last year, their share of high-level posts was only 17 per cent. Few women attain the top positions before the age of 40 or 45, as opposed to an average of 30 years for men, even though the educational level of women managers is considerably higher.

Venezuelan women do, however, hold higher-level management positions in the public sector than in the private sector. In this respect, say the reports, the country is perhaps the leader in Latin America: recently women held six Cabinet posts, four of them in areas not traditionally occupied by women. As to parliamentary representation, though, in 1987 Venezuelan women's share of 3.9 per cent was somewhat below the regional average (5.3 per cent).

Developed Regions: Mixed Results

In the developed regions, indicators of the status of women in decision-making "show mixed results", according to *The World's Women 1970-1990: Trends and Statistics*. "Women's economic participation is high in eastern Europe and the USSR, northern Europe and northern America -- lower in Australia, Japan, New Zealand and southern and western Europe. Everywhere occupational segregation and discrimination in wages and training work very much in favour of men. In political participation and decision-making, women are relatively well represented only in northern Europe and (at least until recently) eastern Europe and the USSR." In Europe as a whole, women make up only 10 per cent or more of managers, according to Management Centre Europe.

An examination of a few cases from each region of the developed world confirms these statements. In Germany*, "women in management are still very few and far between", say Ariane Antal and Camilla Krebsbach-Gnath in a 1986 article. "Compared to other European countries and the United States, the percentage... is very small and has not changed significantly over the past 20 years." Only 1.5 per cent of the leading positions in West German firms were held by women in 1986, and they were clustered in "female domains" (personnel, finance and general administration). "The unions and their companies... do not have particularly good records" either, they note: Only 3 per cent of the ranking officials in the German Association of Trade Unions were women.

At IBM, on the other hand, which introduced its world-wide equal opportunity programme to Germany in 1976, progress is evident. The percentage of women senior managers rose from 1.6 per cent in 1976 to 3.2 per cent by 1985. In 1987, 20 per cent of all administrative and managerial workers were women.

Salaries of women managers are, however, about 20 per cent lower than those of men. Furthermore, "the fact that so few women attended the university in the late 1940s and 1950s is partly responsible", say Antal and Krebsbach-Gnath, "for their absence from managerial ranks among the 50- and 60-year-olds today". The proportion of female university students in West Germany had reached 38 per cent by 1983, and gradually they are moving into non-traditional areas such as economics and engineering. In 1987, the ratio of female-to-male university students was 72:100.

German women in politics are somewhat less well-represented than their counterparts in other developed nations. In 1987, they held 15 per cent of all parliamentary seats, close to the average 17 per cent for the 33 countries in that category. Some 12 per cent of ministerial-level posts were occupied by women that same year. Noteworthy is the fact that in the first elections held in the reunified Germany, women garnered one-fifth of all seats in Parliament.

The five Nordic countries hold the best records for consistently high parliamentary representation anywhere in the world. Both Iceland and Norway presently have women Heads of Government, and they also top the list in terms of numbers of women at the ministerial level (33 per cent). Women comprise more than 30 per cent of trade union members in Denmark, Finland and Sweden. As to higher education, Nordic women make up 85 per cent of all university students.

Looking at the public and private sectors in those countries, however, the picture changes a bit. In Denmark, for instance, women accounted in 1989 for only 5 per cent of top private sector managers, and in 1987 for 3 per cent of all high-level posts in the public sector.

Danish Radio Promotes Equal Opportunities

One Danish public enterprise instituted a plan of action last year intended to make the notion of equal opportunities "a natural part of the work of Danmarks Radio in all its units and at all levels". The plan is to be carrried out on seven levels. In order to influence attitudes, the broadcasting system will hold "after hours meetings" on equal opportunities for staff in each department, as well as two interdepartmental meetings each biennium. An examination of salaries will determine whether there are gender differences and what criteria are applied. An investigation into how men and women utilize their parental leaves will also be carried out.

Target recruitment figures are being set up for all departments, in order to achieve certain male/female ratios, particularly in senior and middle management, by 1995. Danmarks Radio is working with the National College of

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* *References to Germany are restricted to the former Federal Republic of Germany, which was united with the former German Democratic Republic after the data mentioned here were compiled.*

Journalism to encourage women students to work in areas where there are few women – foreign policy and sports reporting. Women applicants are being encouraged for jobs in new technical areas. At the secondary school level, the system is contacting guidance counselors so that children can be influenced before they leave school.

Two courses for women about management are being offered as well, one in conjunction with two other state enterprises *(see related article on management training, p. 6)*. Finally, Danmarks Radio is enforcing targets for the equal representation of men and women on house committees and appointments committees.

Spanish Women Make Headway

In the Spanish public sector, women's presence is on the rise. Last year they accounted for 39 per cent of all civil service employees, but at the highest level, their proportion was only 8 per cent. Women civil servants are underrepresented in technical fields and as diplomats, state attorneys and economists.

Spain has had a lot of catching up to do after emerging in 1975 from a dictatorship that endured for 36 years and that by and large kept women confined to traditional roles. Its per capita GDP in 1987 was $7,432 – the third lowest in the 12-member European Community. The choice of occupations open to women in practical terms is much lower than that available for men, and there is a feminization of certain sectors, especially domestic service, where 13 per cent of economically active women are engaged. Most salaried women work in services, education, trade and health care. Women are virtually absent from industry, and the percentage of women managers is minimal.

During the past 20 years, however, the number of Spanish women employed in the public sector has quadrupled; they now represent 32 per cent of all public employees, even though they occupy only 11 per cent of the high-level posts, generally considered to be political appointments. There has also been a considerable rise in the percentage of women receiving advanced degrees – 40 per cent in the last five years alone – although women students are still choosing traditionally "female" professions.

In comparing the gender balance on Boards of Directors, the public sector wins out over the private sector in Spain: in 1989, women comprised 16 per cent of public directors, as opposed to 6 per cent of private directors. Of the 25,000 largest Spanish companies, 10 per cent were headed by women in 1988. Of all top-level posts in those same firms, women held 5 per cent.

Women are still a minority in the Spanish political arena, where some sexism persists, according to the Instituto de la Mujer of the Ministry of Culture. Of the 33 developed countries, Spain was tied for seventh place (with France) in terms of women's parliamentary representation in 1987 (6 per cent). That year there were also no women ministers, and only 6 per cent of administrative and managerial workers were female.

A combination of economic and social factors is improving the outlook for women, however, according to the Ministry of Social Affairs: the declining birth rate, later marriages, birth control and new technology which reduces household tasks. Women are entering university in record numbers, where they are acquiring more specialized professional skills, and because of the growing female workforce, they are also gaining experience that enhances their marketability. In short, there is a new middle class in Spain, the job market has diversified and there is greater demand for professional women.

In addition, the Government is taking steps to improve the situation, at least of women employees in the public administration. A 1989 law extended

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Members of DELFI programme in Costa Rica discuss home economic scheme.

UN Photo/Milton Grant.

Training...

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discipline, barriers to learning, performance appraisal, interviewing techniques and leading group discussions. *Available from INSTRAW, publication INSTRAW/ SER. B/41.*

A United Nations Training Course for Public Managers

The United Nations Department of Technical Cooperation for Development (DTCD) has produced a guide for human resources development and training on *Policy Development for Increasing the Role of Women in Public Management*. It was prepared as an outcome of the Pilot Interregional Workshop on Career Development of Managerial Women (Bangkok, 1987), organized by DTCD in cooperation with the Economic and Social Commission for Asia and the Pacific (ESCAP). Workshop objectives were twofold: a) to increase the understanding of senior government officials involved in public personnel policy-making and training in respect of the major factors, obstacles and techniques in the advancement of women in managerial positions, and b) to improve the training package for subsequent use and wider circulation in developing countries.

The training package was designed to provide trainers and training institutions with the following information:

a) why a sensitization programme needs to be organized for senior government officials on the increased role of women in management positions in public administration;

b) how to organize the programme;

c) how to integrate modules comprising core themes/subjects, and

d) how to use the various techniques and papers included in the core modules for the programme.

There are at least three target groups: senior manpower planning/personnel administration/training officers of civil services who are concerned with the role of women in public administration and management; female managers in organizations, and women leaders in the national machineries established for the advancement of women.

The package consists of reading materials, exercises, practical training recommendations and bibliographies on the following five themes: national trends in applying public personnel management techniques to the advancement of women factors and issues in the career development of women within public sector organizations; job analysis as a method to improve women's career opportunities; methods of enhancing networking among institutions and professionals for advancing women's careers, and training policy and methods for career development of managerial women.

By working through the materials and case studies for each theme, and by participating in working groups, the trainees are expected to identify constraints to women's increased participation; to compare the strengths and weaknesses of current policies; to examine existing training opportunities and identify needs for innovative techniques, and to experiment with different strategies. They should also identify managerial skills, explore roles and evaluate different training methods. The programme is designed to last for a maximum of four to five days, with a ratio of three or four trainers to a group of 15 or 20 trainees. Both trainers and trainees are at senior levels, with the former recruited from a wide spectrum of sources, including international organizations, foreign countries, universities and consulting firms.

A sample exercise, which is designed to transform issues raised in individual country reports into a policy agenda for the career advancement of women, is reproduced below. *Available in looseleaf form from the United Nations Department of Technical Cooperation for Development, document TCD/SEM.87/INT-86-R59.*

Wanted: African Women Managers

Since the major development resource available in Africa is human capital, policies must capitalize on that resource -- both

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THEME 1
Exercise 1-3

Policy, professional and organizational development (PPOD) for advancement of women in public sector careers

Objectives

This exercise has three objectives:

(1) To develop a list of factors which affect women's career advancement;
(2) To understand how these factors affect women's careers;
(3) To identify the most critical factors affecting women's careers.

Training methodology

This exercise is designed to transform issues raised in the country reports into a policy agenda for the career advancement of women. Participants will work in small groups in order to formulate an agenda. After the meetings in small groups, rapporteurs of the groups will meet to determine several priority topics for use in Exercise 1-4. The instructions for the exercise are as follows:

Step 1: In three groups (with one participant chosen as rapporteur), participants will develop a list of factors which affect the women's career advancement, utilizing country reports and personal knowledge. Each group should choose one participant to serve as rapporteur. (Factor identification worksheet.)

Step 2: Participants will discuss the impact of each factor and indicate, if possible, whether its impact on women's career development is potentially positive, negative, both, or uncertain. (Factor identification worksheet.)

Step 3: Through discussion and consensus, participants will choose three to five of the most important factors. (Factor priority worksheet.)

Step 4: In the case of each important factor, participants will discuss how the impact of the factor can be made more positive for women's career development. Participants will indicate the sector which would be most likely to contribute to progress for each factor: public policy, organizational policy or professional development. (Factor priority worksheet.)

Step 5: Group rapporteurs will meet to develop an issue agenda for the workshop, based on the priorities identified in the small groups.

Training aids and materials

PPOD worksheets.

Reprinted from *Policy Development for Increasing the Role of Women in Public Management*, United Nations, 1987.

Women Strive...

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paid maternity leave to 16 weeks and established measures for equal treatment of women on the job. The State created a joint commission of all the ministries to promote equal opportunities, and introduced non-sexist values into administrative life and language, drawing up a style manual to that effect.

Countries in Transition

Many of the nations of Central and Eastern Europe are in the midst of profound social, economic and political changes, which makes assessing the status of women and decision-making particularly difficult. Nevertheless, some recent information is available which suggests that "for the vast majority of women and particularly for poor women... democratization has often meant little more than increased hardship", according to *Women: Challenges to the Year 2000*. "As euphoria over the reforms in Eastern Europe and the USRR tapered off, dampened by the dramatic collapse of the centralized economies, women emerged as victims of the transition from state-run to free-market economies." Women's parliamentary representation fell rapidly between 1987 and 1990.

In Yugoslavia, the vast majority of economically active women – 97 per cent – were employed in 1989 by the public sector, which was the basic socio-economic unit of the State. Their numbers increased ninefold during the entire post-war period, particularly in the more developed republics (Slovenia and Croatia), but they were concentrated in the low-paid, traditionally female sectors of the economy.

Despite their high levels of education (they comprised 47 per cent of all advanced degree recipients in 1989), women are underrepresented in managerial ranks, according to a paper presented by Aleksandra Kanjuo Mrcela at a conference last August on "Women in Changing Europe". They tend to occupy lower positions in the hierarchy and, when they do achieve managerial status, find themselves in what Mrcela calls "velvet ghettoes" – the traditionally female occupations such as personnel, public relations, consumer affairs and corporate social responsibilities. "That corresponds," she says, "to the traditional segmentation

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Women in Politics

The phrase "gender gap" has become a form of shorthand for describing women's subordinate or inferior standing in just about every aspect of life, but nowhere is this concern more urgent than in the realms of decision-making, where the world's future is being formed. There were only seven female Heads of State or Government in April 1991; only 3.5 per cent of the world's cabinet ministers were women, and women occupied less than 5 per cent of the top posts in international organizations and major corporations.

There is a "close reciprocal relationship between the general advancement of women and participation of women in politics", concluded an expert group on equality in political participation and decision-making, which met at Vienna in September 1989. The expert group meeting was called to investigate the reasons for the underrepresentation of women in decision-making positions, and to formulate recommendations for action.

Similarities between women's halted progress in politics, and the plateau they have generally encountered in public and private management, are quite apparent. For one thing, women politicians are concentrated in the traditional social fields. For another, they occupy the lower echelons of political decision-making; they are, for example, present in proportionately larger numbers in parliaments than in higher-level elected or appointed positions.

Although there are "no longer any legal impediments to women's political participation", notes the expert group, the most obvious reason why women are not elected to Parliament is that they are generally not put up as candidates for office. "The main obstacle seems to be the lack of articulated women's interests, expressed through conscious voting and lobbying by women for the candidates who represent women's interests... Only when this tendency becomes predominant and extended to all levels of politics can there be a major breakthrough with regard to women's access to decision-making."

That tendency *is* being felt, however gradually. "Women vote differently from men on war and peace, social welfare and the economy," reported the *Miami Herald*. The reasons for the differences? Women's increased political consciousness, the realization that political participation is desirable, the growing numbers of women in the workplace and the prevalence of single-parent families. Furthermore, in times of recession and cutbacks on social spending women need more child care and more help with the elderly.

It is a truism to say that women are also more concerned with the environment; nevertheless, because of their closer involvement with the next generation, they have become the undisputed advocates of environmental preservation.

"Women are generally better at understanding second order consequences, which is why they've been so strong in the peace movement," explains Margaret Shields. "When men are at war, it's the women who tend the wounded."

The voice of political women is resounding louder and louder around the world. "If women had not been given the vote, the Tories [in the United Kingdom] would have lost every election from 1945 to 1989," claims *The Economist*. The magazine affirmed that in Australia, the United States and the United Kingdom alike, women on the left have increasingly made a difference in national elections.

The Lysistrata Factor

In 411 B.C., the Greek playwright Aristophanes wrote a comedy about Lysistrata, a woman who led her sisters in a sexual strike against men in order to end war. This year, women in Switzerland went on strike to protest the inequities in their society – wage discrepancies, occupational discrimination and the unequal distribution of household chores between the sexes – attempting to demonstrate the degree to which that society depended on them. Their motto: "Women cross their arms, and the country can't stand up."

What can be done to end the stalemate? The expert group meeting at Vienna cites two paths to public decision-making: the national political process, and careers in the civil service. But in order for women to move onto either path, Governments must act. They must increase women's literacy and basic skills; increase the number of women political appointees and candidates for office; set targets or quotas for women's representation in political parties, trade unions and Parliaments, and boost the number of women participants in international conferences, especially in the political and economic spheres.

In short, training is the main thrust for action: training to sensitize government decision makers, and society in general, about gender stereotypes and the potential of women; and training of women themselves, so that their skills match the prerequisites of the working world.

Just as many international organizations and developing country Governments have set quotas, the United Nations recommends a goal of increasing the number of women in leadership positions in public and private enterprise to at least 30 per cent by the year 2000.□

Training...

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male and female -- and avoid neglect and waste. To enhance women's participation in management, constraints must be removed and innovative organizational structures adopted. A first step in this direction is to identify factors enhancing or hampering the full utilization and self-actualization of African women and then to make firm commitments to promoting their advancement.

Towards this end, the African Association for Public Administration and Management (AAPAM), in collaboration with DTCD, is organizing a series of seminars for top-level managers of both sexes on the issue of opportunities for, and constraints to, women's mobility to top-level public and private management positions. The objectives are to: a) assess the extent to which African women participate in management positions; b) identify factors in government policies that enhance or constrain that participation; c) determine the training and career development needs of women in management systems; d) develop guidelines for designing appropriate policies and strategies, and e) develop organizational networking as an enabling mechanism to implement workshop recommendations.

Family planning training session held by CEDPA in India.

Equal Opportunities in the Danish State Railways

After the Danish Parliament enacted a law in 1987 calling for a plan of action for equality between men and women, the Danish State Railways hired an equal opportunities adviser, Anette Wolthers, to create a more balanced representation between the sexes at the public enterprise, which employs 22 000 people but has few women in leadership positions. Part of her job was to implement a training programme on women in management. The training began in November 1990, in conjunction with Danmarks Radio and the Scandinavian Airlines System (SAS).

The target group was women with some responsibility on the job, but no formal positions as leaders. Each part of the programme included 24 women. The first part lasts three days, followed by a four-week interval during which the participants return to their workplace. The second part takes two or three days, after which networking get-togethers are held twice a year. The idea is to concentrate the training within as short a period as possible.

The content of the training, as Ms. Wolthers describes it, is "a phrase book course." "We consider women in the male-dominated organizations as being travellers in a foreign country, so to speak. This is just a metaphor, but it reflects the feelings women have in their workplaces. The dominant culture is strange to women. Sometimes it is open, sometimes it is hostile and wants no female tourists or immigrants."

The training also includes introduction to management theory and training in how to introduce oneself and how to cope with difficult situations. The last two activities, she says, are videotaped, and at least once during the course, the women meet a manager who is supposed to share his or her experiences with them.

Four courses have been held to date, with 96 women. As a result, 35 per cent of the Danish State Railways' female participants moved on to more exciting jobs with greater responsibility; 30 per cent were promoted and got higher salaries.

Other Resources

•*Center for Development and Population Activities (CEDPA)*: Trains women as leaders and managers of development and integrated family planning projects, in Washington, D. C., and in selected countries. Offers two annual five-week workshops on women in management, supervision and evaluation, and on training for future leaders (20-35 participants), followed by internships and mentoring. Intended for women whose institutions can provide family planning, environmental protection and income generation services at the community level. Organizational development sessions include strategic planning, supervision, financial control, human and financial resource development and evaluation. Fellowships available. Contact: CEDPA, 1717 Massachusetts Ave. NW, Suite 202, Washington, DC 20036, USA, tel. 202/667-1143, fax 202/332-4496.

•*The Commonwealth of Learning (COL)*: Founded to strengthen human resources development capacities among Commonwealth countries, COL offers a Programme for Women designed to improve the status of women by widening access to education. Focuses on distance education that offers women access to education at a time or place of their choice, in such areas as marketing, entrepreneurship, credit, literacy and agricultural extension. Contact: COL, No. 1700 777 Dunsmuir St., Box 10428, Vancouver, BC V2Y 1K4 Canada, tel. 604/660-4675, fax 604/660-7472.

•*Eastern and Southern African Management Institute (ESAMI)*: ESAMI's women in development and management (WID/WIM) programme has the following objectives: to strengthen women's management skills; to sensitize top-level policy makers in the public and private sectors; to strengthen research and development management skills; to develop training materials relevant to management and development issues in the region, and to increase women's participation in training. Training is also offered to development officers in governmental and non-governmental organizations and directors of parastatal organizations. Group discussion, case studies, re-entry exercises and fieldwork are among the methods used. Other activities include publications ("Profiles of Women Managers in Eastern and Southern Africa", "Women and Men of the African Corporate Organisation"), establishing a research network and consultancy activities. Contact: ESAMI, P. O. Box 3030, Arusha, Tanzania, tel. 2882/4.

•*International Association of Schools*

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Women Strive...

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of the labour market: Women occupy those jobs which are similar to domestic duties."

Still, Mrcela is able to conclude on an optimistic note: that there is a positive trend towards the growth of women's numbers in managerial positions, even if the numbers are still too small.

A report on neighbouring Romania reaches even more optimistic conclusions about the outlook for women there, following "a long period of totalitarianism". In 1990, states the author, Dr. Raluca Bejan of the National Privatization Agency, laws were adopted to encourage private initiative, giving rise to the creation of numerous small enterprises and private associations. A significant proportion of them were started by women, so that there are now many women managers working in the retail trade, tourism, publishing, journalism and public relations. Of 130,000 new private enterprises, about 65 per cent are owned by women. A recently formed association of women managers is devoting itself to training young women political candidates.

Although a conservative mentality still prevails in Romania, Dr. Bejan believes that the country's transition to a market economy will eventually lead to greater access for women to leadership positions in public administration. The institutes of higher education, as well as a national movement to encourage women's participation in managerial activities through training and international exchange, should play a role in the process.

Women in Japan Fight Cute Image

Turning to the Pacific rim countries, Japanese women appear to be worse off than in the rest of Asia and the Pacific – and certainly than other developed nations – in terms of both the percentage of women managers and political representation. The 1987 figure for Japanese women administrative and managerial workers was 8 per cent, as opposed to an average of 13 per cent for the 24 Asian and Pacific countries reporting, and 24 per cent for the developed regions (23 countries reporting). They also garnered the lowest share (1 per cent) of parliamentary seats among the 33 developed countries in 1987, and one of the lowest in their geographical region as a whole.

Japanese women voters have consistently been more numerous than men, although in the 1989 elections only 13 per cent women were elected to the House of Councillors. The overall proportion of female Diet members was 6 per cent in 1990 – double that of 1975. In 1986 the country's largest opposition party elected a woman as chairperson, and the Cabinet formed in 1989 brought the appointment of women to two posts. However, this proved to be only a temporary gain for women. Subsequently the woman leader of the Opposition party resigned after a poor electoral result, and the two women members of the cabinet of the governing party lost their posts. Such fluctuations must be expected when there are still so few women available for high-level appointment.

The percentage of women holding senior administrative positions in the public sector doubled between 1975 and 1986, to about 0.6 per cent. "Accelerated technological innovation and changes in the industrial structure have helped to lay the groundwork for women's advancement to senior posts,"

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Political Women in Germany: The Role of History

The case of Germany illustrates the strong influence wielded by history and political climate on women's status in all three arenas of decision-making – an influence that holds in a number of countries, both developed and developing. Women's participation in the labour force has grown much less rapidly in post-war Germany than in other industrialized countries, one reason being the country's reliance on foreign workers at times of peak demand for labour. Although after the war many German women achieved top management positions in German industry, most of them had inherited the companies because men were absent, and it was seen as a "temporary, stop-gap solution to a demographic problem," according to "Women in Management: Still Plenty of Unused Resources in the Federal Republic of Germany," by Ariane Antal and Camilla Krebsbach-Gnath *(see Selected publications, p. 25)*.

The focus of German legislation regarding women has been foremost on achieving an equal treatment in society at large, "and only secondarily on women at work". The law giving husbands the right to prohibit their wives from working was not changed until 1977. Although government-subsidized child care in Germany is the envy of women in some nations, it is still difficult for German women to combine family and professional responsibilities. As to the German women's movement, according to the two authors it has concentrated since the 1970s on such issues as health and abortion, women's studies, peace and local self-help organizations. In short, it has been unable to "unite to translate [its] new knowledge into effective political pressure," according to another article.

Outlook is Optimistic

The political climate in Germany, as elsewhere, is none the less changing. "The major German political parties are awakening to the power of the female vote," report Antal and Krebsbach-Gnath. They began proposing affirmative action programmes and anti-discrimination laws, and in 1984 the Green Party went so far as to elect an all-women governing board at the national parliamentary level.

In addition to the importance of the female vote, the authors cite the influence of other industrialized countries and of the European Community on German policy towards women. In particular, "the law on equal opportunity passed in 1980 in Germany was set in motion by the 1975 directive of the European Communities requiring such legislation in all of the member countries." The European Parliament, say Antal and Krebsbach-Gnath, "is becoming an increasingly vociferous and progressive proponent of equal treatment" – which they attribute in large part to the fact that "women are playing a far greater role in the European Parliament than in the German national parliament", chairing policy committees and collaborating with women from other countries "across party lines".□

Women Strive...

(Continued from Page 13)

according to a 1990 publication of the Prime Minister's Office. But the lion's share of economically active women are employed in services, wholesale and retail trade, the restaurant business and manufacturing industries. By occupation, the largest number of female employees are to be found in clerical and related work.

In terms of education, Japanese women came to represent 27 per cent of university students in 1990, although they tend to study humanities, home economics, and education and teacher training. They face an uphill battle: As the *Wall Street Journal* notes, "Japan is still at the stage of 'firsts' – the first female Tokyo bus driver, the first city mayor, the first newspaper editor. All are newsworthy, and the headlines reflect slowly changing attitudes." The newspaper adds, "At least half of all Japanese girls' names... end in *ko*, which actually means child."

In Japan and elsewhere, sometimes women are their own worst obstacles to advancement. Many professional women intend eventually to resign their positions in order to marry and have children, in a society where 37 per cent of all women, and 52 per cent of all men, believe that "work is for men, home is for women", according to a 1987 survey conducted by the Prime Minister's Office. The *Wall Street Journal* reported last June that only 1 per cent of Japanese women hold managerial positions; this, despite the 1986 passage of a law barring sex discrimination in the workplace, which led to increases in the recruitment of college-educated women in professional jobs.

Among the steps being taken by the Government to accelerate women's participation in decision-making are increasing the number of women members of national advisory councils; the establishment of a mother and child welfare loan fund (including capital for business start-ups and low-interest educational loans), and assistance to single mothers in finding employment.

New Zealand Women "Make Policy, not Tea"

In some respects, the situation in New Zealand bears some resemblance to that of Japan. Gender and race differentials are notable throughout the workforce, with women concentrated in half a dozen "traditional" fields of employment, according to the Ministry of Women's Affairs. In 1990, 46 per cent of all women were employed as clerical workers or in service occupations. They were overrepresented in teaching and health, underrepresented in production, administration and management, and agriculture and forestry. Trends in education suggest that the proportion of women in the scientific and engineering professions will not change dramatically in the near future, although there will be some improvement in law, business and medicine.

Women's hourly earnings averaged 81 per cent of those of men last year, despite equal opportunity measures, which were concentrated in the public sector. "Even in professions where women employees predominate, such as banking and teaching, they are concentrated in the lower rank positions," the Ministry reports.

A "burgeoning number" of women are also self-employed, reflecting trends in developed and developing countries alike. A recent book on career strategies for women managers concludes that in 1986, 19 per cent of all managers and administrators, in both the public and private sectors, were female – but women comprised 39 per cent of the workforce.

In all sectors, women managers are in the minority. In a typical media organization, they accounted for 2 per cent; by contrast, in the legal profession, they made up 17 per cent of partners. Women have made only "minimal" progress in banking, constituting 16 per cent of those in the three highest grades in 1989. Of the country's chartered accountants, last year 14 per cent were women.

The New Zealand Government has a rather better record. As INSTRAW Director Margaret Shields explains, "The women in my party made no progress until they started from the bottom up; their slogan was 'make policy, not tea'. Women now represent more than 50 per cent of all Labour Party members; but more importantly, a much larger proportion occupy senior positions. The Labour Party has a woman President, the second woman to occupy that post in the last decade. The last Labour Cabinet had five women members, or one-fourth of the total. Their stance also influenced the opposition, which mounted an increased number of women candidates in response." Women now make up just over 16 per cent of all MPs in New Zealand, which like the Dominican Republic, has a woman Finance Minister.

In the public sector, women occupied 11 per cent of all senior executive posts in 1990. The sector has been "a leader in introducing maternity leave, equal pay, equal employment opportunities, permanent part-time work and support for child care services", say Gill Ellis and Jenny Wheeler, author of the career strategies book. But they note women's absence from management and decision-making positions. Within the public service, 82 per cent of all women are in health fields.

As to science, Ellis and Wheeler report that "access to training and development opportunities is still more limited for women managers than their male counterparts". Of 871 corporate directors, only 12 were women as of May 1990. "Women have made little progress... in terms of directorships of public companies", note the authors. None the less, with the ranks of women managers growing from 8 per cent in 1981 to 20 per cent in 1986, there is cause for optimism.

The Oft-Scrutinized United States

The American executive woman is perhaps the most scrutinized anywhere in the world. This is, of course, due in large part to the sheer volume of media coverage emanating from and about the United States, but also to the fact that the women's movement there has been especially voluble.

The United States Government is the largest single employer of working women, and now employs more women than men – about 53 per cent of all government employees in 1990. In fact, women's employment in government grew 25 per cent between 1980 and 1990, according to the Center for Women in Government. But these women are most concentrated at the state and local levels, and "employment equity has not been achieved", says the Center. "Occupational segregation and wage discrimination continue as barriers to equal employment opportunity for women, particularly women of color." Women's wages for full-time jobs were about 60 per cent those of men's in 1985, according to the *Wall Street Journal*. And women

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Public Management: A Foothold for Women

"Public administrations are taking the lead in employing women," according to the United Nations publication *The World's Women: Trends and Statistics, 1970-1990.* Public enterprises, however, have made less progress.

The public sector includes both public administrations and government services not usually sold to the public, and public enterprises, which are publicly owned and/or controlled enterprises that sell the goods or services they produce. Throughout the public sector, in most countries, women are severely underrepresented at the decision-making levels.

There are five main reasons for this, according to the Expert Group on Equality in Political Participation and Decision-Making, which met in Vienna in September 1989 at the request of the Commission on the Status of Women:

- a lack of adequate recruitment and promotion mechanisms;
- insufficient appeal mechanisms and a general absence of women on bodies set up to hear appeals;
- bias in job evaluation and classification;
- unequal opportunities in training and career development;
- marginalization of women, either in areas of the civil service traditionally considered as applying to women or in positions intended to implement affirmative action policies, and
- insufficient participation of women in selection or promotion panels, lack of sensitivity of panel members to women's issues and prevalent discrimination.

Policy Changes Yield Impressive Results

None the less, countries that do make the commitment to overcoming these obstacles show "a visible increase in the participation of women in top levels of the executive", according to the expert group. The strategies are fivefold:

a) enhancing women's educational qualifications, especially in non-traditional areas;

b) providing flexible working arrangements;

c) reviewing personnel practices, including job classification and leave provisions, to remove any systematic discrimination;

d) enacting relevant legislation to improve equal employment opportunities, affirmative action strategies and improved arrangements for workers with family responsibilities, with the establishment of a machinery for dealing with women's issues, and

e) ensuring that women are distributed throughout all levels of the administrative hierarchy and in all functional areas.

"Often being the largest organization in a country, the public service can determine policy on national development... and serve as model employer for the guidance of the private sector," according to a United Nations training manual on *Policy Development for Increasing the Role of Women in Public Management.* In bringing about social change, the manual states, public service organizations "can enforce their decisions by governmental sanctions, and can evoke motives other than the profit motive in developing a commitment to a programme of change such as human resources development".

The public sector in most countries is the single largest employer of the population. As such, it is expected to set the example in promoting equal treatment – but it also stands to gain in the process.

"Women's presence in key positions in public management reduces corruption and prevents and inhibits potential corruption," says Alfonso Chan, INSTRAW's Chief Administrative Officer. The only male Professional on staff, Mr. Chan is in a position to know: in addition to years of service with the United Nations, he was previously employed by the Peruvian Government.

"Women are statistically more honest," he continues. And this is important to government administrations, where self-interest is often at work, encouraging functionaries to accumulate power. "Men have traditionally held the high positions" in Government, and have their own ways of getting things done, he adds. As the United Nations manual puts it, "as top-level ministry positions are useful for accumulating power, wealth and prestige, men do not seem to be willing to alter the rules and benefits". Yet this venerable edifice, the old boys network, begins to crumble as women enter the ranks. "When men encounter women, they are inhibited," according to Mr. Chan.

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Future Trends in Corporate Leadership

Women are expected to comprise 16 per cent of senior management teams in top United States corporations 10 years from now, according to a survey conducted by Korn/Ferry International, a New York-based executive search firm. The survey highlights other trends in corporate leadership that suggest what corporate-minded women can expect in the future... and steps they can take to enhance their opportunities.

The quickest route to the top, according to survey respondents from the Fortune 500 industrial corporations and Fortune 500 service firms, is perceived to be marketing and sales. Finance and accounting, as well as general management skills, are also important, but international experience will be the most assured path to career success in the year 2000.

Advancement in the private sector also depends on willingness to work long hours, to travel and to relocate – considerations that can sometimes be more difficult for women, especially if they are also wives and mothers. The Korn/Ferry respondents, most of whom are vice presidents and corporate specialists, reported working about 56 hours a week, spending an average of 51 days each year out of town on business and relocating an average three times in the course of their career. About 70 per cent of those who took assignments overseas returned to better jobs. More and more executives are also changing jobs in order to gain increased responsibility, greater challenges and better compensation.

Education is of course a major factor in achieving success in the private sector. Almost two-thirds of the United States executives surveyed possessed graduate degrees, and 42 per cent of them had Masters in Business Administration.

When asked about the participation of women, about two-thirds said women would be part of their senior management teams 10 years from now. Presently women constitute a scant 3 per cent of top management.

–Adapted from Korn/Ferry International's Executive Profile: A Decade of Change in Corporate Leadership. □

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occupied a scant 6 per cent of higher-level posts.

The situation of African-American women remains a subject of concern. Besides heading a disproportionate number of the nation's female-headed households, more of them are employed in service occupations, and as domestic workers, than white women.

"The pay gap began deteriorating by the late 1980s," reported the *Wall Street Journal*, last October. "The proportion of working women in menial clerical jobs was higher in the early 1980s than in 1970." The lowest job rungs in the civil service were 71 per cent female in 1986, and there was "no improvement in the senior executive services after 1979".

Women in the United States have not been much more successful in the private sector. "Two-thirds of all women are concentrated in lower paid, white collar jobs, earning on average only half of what men earn," according to *Women: Challenges to the Year 2000*. At the top levels of corporate management, they represent a mere 3 per cent. Looking at the numbers of chief executive officers and their direct reports -- chief operating officers, chief financial officers and chief personnel officers -- the figure is less than 1 per cent, says Alicia Whitaker, Director of Global Career Planning and People Development at Colgate-Palmolive. "The world-wide percentage would be even less," she adds.

In 1986, women filled nearly a third

of all management positions, wrote the *Wall Street Journal*, but most were "stuck in jobs with little authority and relatively low pay". Where women have been making headway is in self-employment: More than a third of all self-employed people in the United States were women last year, nearly twice as many as a decade earlier. Women-owned businesses are "the fastest-growing segment" of the economy, reports Patricia Saiki, Administrator of the Small Business Administration. "If the present trend continues, nearly 40 per cent of all small businesses will be women-owned by the year 2000."

Why? Because aspiring women executives are abandoning their corporate jobs, viewing entrepreneurship as the only way to get ahead. The ranks of self-employed women have been increasing five times faster than those of their male counterparts. This brain drain will have serious consequences on the industrial competitiveness of the United States, as the private sector is well aware. As Ms. Saiki observes, "women business owners represent a potent economic force in our national economy." And if self-employment continues to deplete the pool of highly qualified women workers, larger corporations have a lot to lose. After all, women represent not only 45 per cent of the workforce, but 41 per cent of all corporate directors, a third of all math and computer scientists, a fifth of all lawyers and judges, 19 per cent of physicians and about one-third of all recipients of masters degrees in business administration. About one-fourth of all brokers on Wall Street are women now, as opposed to just 2 per cent 15 years ago.

Slowly but surely, United States women are moving into several non-traditional fields, such as insurance, computer operations, accounting, finance, retailing and communications. But the infamous glass ceiling remains firmly in place. Fewer women than men are chosen for overseas assignments, which are one good route to promotion. As the *Wall Street Journal* reported, "The highest-ranking women in most industries are in nonoperating areas such as personnel, public relations or, occasionally, finance specialties that seldom lead to the most powerful top-management posts." CEOs usually emerge from the manufacturing and marketing ranks, where few women

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Sexual Harassment Charges Galvanize Women

Repercussions of the Congressional hearing on Judge Clarence Thomas's appointment to the United States Supreme Court are also just beginning to be felt. After Anita Hill's accusations of sexual harassment unleashed a torrent of sympathetic and critical responses, the entire country has been wondering how women will vote in the 1992 Presidential elections. The Anita Hill case is leading women to "a greater conviction that women must be represented in high places in greater numbers," wrote the *New York Times* in October. "We'll remember in November," chanted women gathered at the Capitol in Washington, after the confirmation was announced.

The newspaper also reported some analysts as saying that "the outcry against Democrats [who voted for Thomas] was the first sign of a re-emergence of women's rights organizations". Similarly, people quoted by the *Wall Street Journal* said the hearings "have been a great boon, serving as a powerful catalyst to reenergize the movement". As Naomi Wolf wrote in the *Washington Post*, the case exposes the failure of the political system "to work on behalf of women, and... highlights the way in which economic pressure from the male-dominated workplace has helped to paralyze feminism as a broad-based social movement over the past decade". But, she says, "the insights... from the case could turn women... into a lobby as potent as its potential membership: half the land... [It] could prove to be the sexists' Waterloo".

Whatever the political fallout of the country's most publicized political appointment in years, the atmosphere in the workplace has been changing for quite some time. The Civil Rights Act of 1964 prohibited sex-based employment discrimination and resulted in thousands of lawsuits. The *Wall Street Journal* attributes the decline in "overt sexual advances" to "women's greater presence in traditionally male-dominated professions" and to an "expanded corporate commitment to eradicate harassment, through policies, employee training and new grievance mechanisms".

Sensitivity training is under way at the United States Department of Labor, where 37 per cent of all female employees said they had been subjected to some form of harassment. □

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occupy middle-management or senior-management jobs. This is despite the fact that women appear to be more committed to their careers than men are. They are, according to a survey by the American Management Association, "more likely than men to relocate for promotions and, in conflicts between important home and business responsibilities, more likely to favor their jobs".

Unionization is clearly a factor, both in the United States and around the world, in women's achieving higher rates of pay. Female-dominated occupations tend to be less unionized; and minority wages in general rise with unionization.

"The recruitment, retention and development of women in professional and management ranks is a growing concern for U.S. corporations," according to a survey conducted by Catalyst, a New York-based women's research and advocacy organization. "Given the changing demographics of the work force, corporations that are ready to respond to the growing presence of women in their management ranks will have a competitive advantage in the years ahead."

Transnationals Take the Lead?

Transnational companies like Colgate-Palmolive are in the forefront of efforts to integrate women into top management; according to Colgate's Alicia Whitaker, cross-cultural teamwork has become a "big issue" for global companies, which are becoming less afraid of hiring women at the top. "In cultures with traditional views of women, transnationals can open some doors that local companies can't." She says the company is committed to "global cultural diversity" – to attracting "the best and the brightest". And to do that, the company typically employs women at the third management level. This year marked the appointment of the company's first women general managers, in Switzerland and Uruguay.

But in order to be global corporate managers, women must be willing to go overseas, Whitaker notes. Accordingly, the company has a new policy: it provides assistance for expatriate spouses in finding jobs, obtaining visas and offering allowances for business start-ups.

"Women senior managers in key line assignments are still in very small numbers," she sums up. "But there is a growing pool of women below them,

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Women in Bureaucracies: Putting Public Policy to Work*

By Jeanne-Marie Col

Introduction

Although almost every nation grants women equality under the law, as citizens, as workers, and especially as employees in civil service systems, this legal equality is often not sufficient to ensure that women are able to contribute fully to national development. An increase in women's participation in decision-making in the public service is expected to increase overall productivity, to increase public-sector responsiveness to women's needs and to provide opportunities for women's advancement.

The increasing role of women in public bureaucracies illustrates the linkage between administration and politics, and especially between administrative performance and political responsibility. Often being the largest organization in a country, the public service can set the policy of national development, including human resource development, and play the role of model employer for the private sector. In order to bring about social change, public service organizations can place governmental sanctions behind their decisions and can call on motives other than the profit motive in developing commitment to a programme of change.

Public policy strategies that seek to ensure the full utilization of women at the highest levels of decision-making must address the barriers and opportunities to women's advancement in at least four stages of career development: basic socialization to attitudes and values, education and training, access to entry positions, and factors in work life that contribute to promotion.

Although all four stages are essential for women's upward mobility, they take on different levels of importance depending on the politico-administrative-economic system. In particular, the degree of access to educational institutions and the relative need for trained employees illustrate a significant difference in the factors' importance between developing and developed nations. In countries where the educational infrastructure is inadequate for demand and where trained employees are scarce, women are less likely to be educated, but those women who do become educated are very likely to gain entry-level positions. In countries with a well-developed educational infrastructure, women are more likely to become educated, but less likely to gain entry-level positions appropriate to their educational achievements. In both situations, socialization to gender-stereotyped role expectations reduces women's opportunities to pursue educational opportunities and increases prejudice against women's career advancement through lack of positive behavioural, structural and supportive policies, as reflected in personal, organizational and public policy norms.

Jeanne-Marie Col

Critical Stages in Women's Career Advancement

Gender expectations based on cultural and religious values are reflected in the portrayal of women in the me-

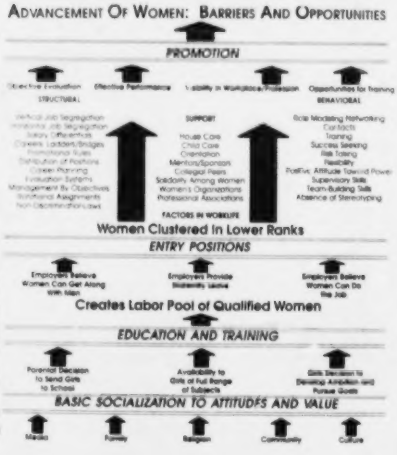
**This article is adapted from "Women in Bureaucracies: Equity, Advancement, and Public Policy Strategies," which first appeared in the Handbook of Comparative and Development Public Administration (1991). Ms Col is Special Technical Adviser in public administration systems reforms at the United Nations Department of Technical Cooperation for Development (DTCD), and a member of the Board of Directors of the United States Council for INSTRAW.*

dia and in role models in the community, as well as through direct teaching in schools and families. Girls receive positive career direction in wealthier, more educated and more urban families, and especially where the mother is educated and working. Girls are also more encouraged to pursue education and careers in nations where women have held leadership positions.

In virtually every country, women have a higher illiteracy rate than men. If women do not have access to education, it is impossible for them to move to the highest levels of their employment system. Barriers to women's access to education are financial, structural and attitudinal.

Access to education, however limited, results in some women being prepared for entry-level positions, although mostly in female-dominated bureaucracies, such as social services and education, where they tend to remain clustered in lower ranks.

Promotional factors can be classified into three categories: structural, behavioural and supportive. Positive actions and policies in all categories



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can lead to situations in which women are able to perform effectively, are objectively evaluated, have opportunities for training and gain positive visibility in their workplace. In some countries, women who reach high-level positions are accepted because of the status of their positions or their political connections, while in others, negative attitudes towards women, based on gender stereotyping, render high-level women without respect or power.

Of the structural factors, the most important are embedded in civil service rules and regulations which determine how often women are assigned to line management vs. staff positions, whether they are posted to a variety of functional responsibilities and geographical locations and whether they are denied positions that are viewed as dangerous. Behavioural factors leading to upward mobility involve success-seeking, risk-taking, flexibility, responsibility and power-seeking, and leading subordinates. Supportive factors, in turn, include both behavioural and policy issues. In the behavioural sphere, women must seek networking opportunities. Public policies in the fields of child care, dependent care, house care and parental leave influence the ease with which women handle the double burden of family and work responsibilities. Women need the support of their organizations, co-workers and families if they are to seek a greater role in the workforce, especially at the highest level.

Strategies for Women's Advancement

An international study of women's upward mobility and advancement in public administration and management was carried out in 19 countries from 1984 to 1987, sponsored by the International Political Science Association. Among its conclusions was that increased opportunities for women appear to be associated with economic development, political patterns and urban location. In economic activities, education and skill become more important than physical strength in productive activities. Women play a greater administrative role in urban areas, at least in part because rural areas are generally more traditional and less accepting of female supervision. Stagnating economies and government and private-sector cutbacks in employment disproportionately disadvantage recent and potential entrants into the workforce. Women's opportunities can also be affected by political parties, labour unions and religious institutions. A most crucial policy affecting women's employment involves parental leave and dependent care.

In designing strategies for bringing more women into high-level policy-making positions, Governments usually focus on two types of issues: pipeline issues and promotion issues. Women will not be available for promotion if they are not educated to skills and ambition that place them in upward-mobility pipelines. If women have been

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due to the opening of educational opportunities to women."

Caste System Prevails in Government

But the "caste system," as the *Wall Street Journal* calls it, extends to representation in the United States Government as well, where women also tend to be underrepresented. They accounted for only 5 per cent of all members of Congress in 1987 – the fourth lowest percentage in the entire developed world. And their proportion of ministerial posts was barely 6 per cent, tying for 14th place with Albania and Ireland.

What accounts for the relatively poor showing of United States women in national politics? According to Margaret Shields, the reason is that "the women's movement has no grassroots basis. Political movements operate like an elite, focusing on Washington. What they should be doing is to get the movement going on the level of local politicians, who have acute ears; they hear the ballot papers going into the box".

The situation may be changing, however. The National Organization for Women (NOW) recently proposed the creation of a third political party which, if successful, would serve to siphon off some votes of women worried about specific issues.

If that should happen parties would be forced to pay more attention to issues of concern to women, such as the abortion issue, sexual harassment and violence against women, if they wish to guard against a gender gap based on these concerns.

Special thanks to Jeanne-Marie Col of the United Nations Department of Technical Cooperation for Development (DTCD) for her help in the preparation of this issue.

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See also the Selected Bibliography p. 25. □

Training...

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and Institutes of Administration (IASIA): The Association's Working Group on Women in Public Administration and Management, whose members are involved in research, training and consultancy programme on women in management, has assembled a draft check-list on awareness of gender-sensitive government policies for the advancement of women in public service. Taken in total, the check-list can be used to assess the level of advancement of women in management, and to identify factors which hinder or facilitate their advancement. It covers four policy areas: access to employment; access to education and training; laws, rules and regulations related to employment, and the institutional environment.

The Working Group has also put together a list of suggested activities for member institutes to use in programmes on the advancement of women in the public service. The activities are in research, training, consultancy and organizational issues. In addition, it is working on a bibliography, a collection of case studies and other publications. Contact: IASIA, 1 rue Defacoz, Bte 11, B-1050 Bruxelles, Belgium, tel. 32/2-5389165.

•*International Centre for Entrepreneurship & Career Development (ICECD)*: Entrepreneurship development activities cover income generation, self-employment and women entrepreneur development programmes in India. Management development training is offered in job competency assessment and development, performance improvement, team management and improving personal effectiveness. ICECD also publishes a trainers manual and curriculum for women entrepreneurs and conducts research. Target groups: rural field workers and extension workers, government and industry officials, international and voluntary agencies, vocational schools, financial institutions, senior corporate managers. Contact: ICECD, 1 Tapovan Society, Nehrunagar Char Rasta, Satellite Rd., Ahmedabad, 380015 India, tel. 0272/44 86 03.

•*International Committee on the Management of Population Programmes (ICOMP)*: Offers workshops on such topics as management of income generation projects for women and an international population fellowship. Contact: ICOMP, 141 Jalan Dahlia, Taman Uda Jaya, 68000 Ampang, Kuala Lumpur, Malaysia, tel. 45-73234/45-62358, fax 603/45-60029.

•*Institute of Development Management (IDM)*: Established by Botswana, Lesotho and Swaziland to offer Women in Management courses. Curriculum includes role-playing, stress management and gender issues at work, through lectures, group discussions and field trips, giving participants the chance to talk with both women and men managers in several organizations. Maximum number of participants: 25, primarily from the SADCC countries. Contact: Rose Choto, IDM, Box 1357, Gaborone, Botswana, tel. 35-2371/2/3, fax 37-3144.

•*Netherlands International Institute for Management (RVB)*: Training in the Design of Women Entrepreneurial Competency Programme in Developing Countries. Three-month training modules are based on lectures and discussions, case studies, structured learning exercises, and individual and term assignments. Topics include theories of entrepreneurship; the female dimension of entrepreneurship; functional areas of management, organization, staff, production, marketing, finance, and fieldwork assignments. Fellowships available. Target groups: staff of small-and medium-scale industrial development institutes; training staff of Ministry of Industry; public administration institute lecturers, and current and potential entrepreneurs. Contact: RVB, PO Box 1203, 6201 BE Maastricht, the Netherlands, tel. 43/618318, fax 43/618330.□

Science, Education, War: Women Test Their Wings

In three very different vocational fields, women come smack up against the same obstacles as in the public, private and political spheres of decision-making. The same buzzwords -- glass ceiling, pink ghetto, gender gap, mommy track and old boys' network -- come into play. While the following observations refer to the United States, they are just as likely to apply to other countries.

Women scientists constitute almost a third of all scientists holding advanced degrees in the United States, but very few have been named to the nation's preeminent scientific body, the National Academy of Sciences. They are not well-represented as tenured professors, and their salaries are consistently lower -- about one-third lower, among surgeons. "The problem is hardly limited to science," wrote the *New York Times* last May, "but if science is a profession where advancement depends solely on the merit of an individual's ideas, the barriers to women might be expected to be lower than in other walks of life."

Women interviewed by the newspaper cited the "singular dynamics of the scientific subculture" as the primary reason for the scientific gender gap. They said science was extremely insular, making it all the more important to be at the centre of the "rumor mill", and yet women are generally excluded from the "all-important conference circuit". Combining motherhood and science is especially difficult, because many research projects require "all-night vigils". In addition, men tend to believe women are innately inferior in mathematics and abstract reasoning and "feel more comfortable collaborating with men".

The situation is much the same in education: there is a "vast number of women in the rank and file of teaching staffs", but few among them attain top-level administrative posts. "Women make up only about 5 per cent of the nation's superintendents" and hold fewer than 350 of the nation's 3,000 or so college and university presidencies, according to the *New York Times*. "Women who have been teachers have not been given the opportunity for administrative positions because they are not often viewed as being potential managers and administrators."

As noted by the *Times*, however, seminars and outreach programmes are being set up to prepare women for these posts. And with half of all school administrators planning to retire by the year 2000, new opportunities will open up for women and minorities.

Women administrators feel they have one advantage over men -- more collaborative management styles, which work more in a "circular structure... than a pyramid", said one woman quoted by the newspaper. Her observations have been borne out by numerous organizational studies, which suggest that "women possess more flexibility, more intuition, and a greater ability to be empathetic and to create a more productive work climate," according to a recent article in the *Scandinavian Journal of Management*.

But empathy is the antithesis of one vocation: the military, where the question of women's participation provokes heated debate. The performance of United States servicewomen in the Persian Gulf War has been widely praised and, in some circles, cited as justification for doing away with the "double standard" that limits women's active duty to ancillary tasks, such as loading weapons, driving tanks or even piloting planes. Many feminists, firmly grounded in the peace movement which in a number of countries was synonymous with the rise of the women's movement, are staunchly opposed to women having any role in the military. Whether or not women are physically or emotionally capable of combat duty, they protest on moral grounds.□

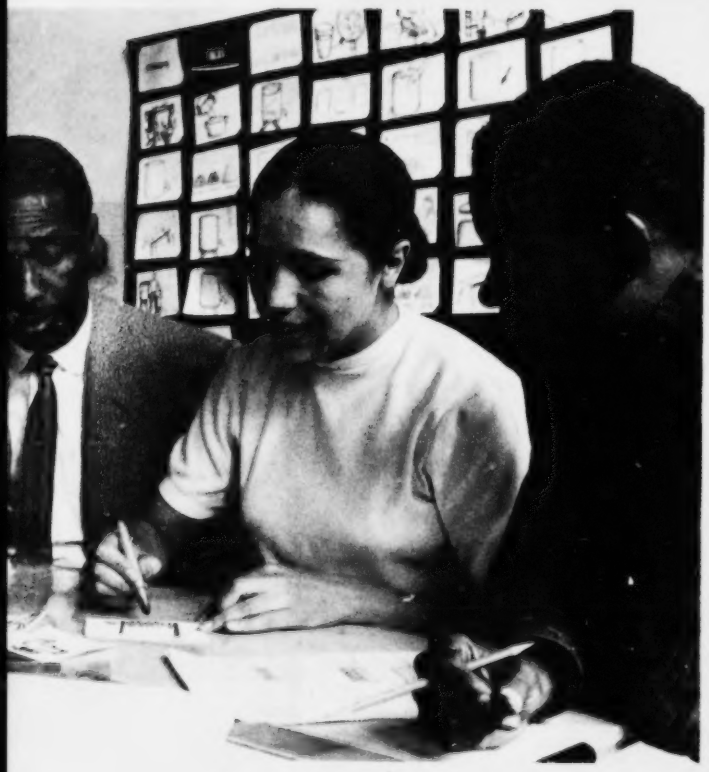
UN Photo E. Debebe

Dr. Nafis Sadik, Executive Director of the United Nations Population Fund (UNFPA)

Women and Management

← *Architect in La Paz, Bolivia-- working to change women's traditional roles.*
UN Photo/Jeffrey Foxx.

Ms Pascaline Mferri Bongo, Gabon's Minister for Foreign Affairs addressing the 46th session of the General Assembly.
UN Photo J. Isaac.



It is still very difficult for women to reach decision making positions–but despite difficulties, women continue to strive for senior management posts.

Artists in Education Film Centre in Mexico prepare basic drawings for training programes.
UN Photo YN/pf.

Public Management...

(Continued from Page 15)

Another area where the public sector stands to gain from the presence of women is productivity. "Women's eagerness to participate in socio-economic activities means they're less bureaucratic in the public sector," he observes. "They want to show they're productive and efficient."

National Governments increasingly recognize these facts. As a result, training programmes geared to make the civil service less discriminatory, to encourage women recruits and to sensitize all workers to issues of women in management are on the rise around the world, and management institutions are being strengthened, particularly in developing countries.

Subregional Workshop Draws up Strategies

Sensitization training, speakers bureaus, strengthened welfare programmes and documenting cases of discrimination were among the strategies proposed at a recent workshop for improving public sector management training policies and programmes. The United Nations Subregional Workshop on *Policy Development for Increased Women's Participation in Public Management*, held in Kuala Lumpur, Malaysia, 9-13 July 1990, was attended by more than 40 top and senior managers from both the public and private sectors in Malaysia, the Philippines and Thailand. It was organized by the Development Administration Division of the United Nations Department of Technical Cooperation for Development (DTCD), whose mission is to assist Governments of developing countries in training senior officials in public management.

The workshop's objectives were a) to compare, analyse and refine country-based strategies for harmonizing the public personnel system policies, rules and regulations for the full utilization of all human resources, including women, and b) to develop training modalities and networking for that analysis.

A large part of the workshop consisted of the presentation of country reports, including information on their civil service systems, the status of women in the countries and in the civil service systems, issues of personnel administration, the distribution of women in positions in the various services, the extent of segregation of women into certain levels or organizations, training institutions, government policies concerning parental leave, child care, equal pay, and special programmes for women's advancement. Short essays on women's progress, case studies for senior women, special circumstances concerning women's advancement, and the sociocultural environment of women's status were also presented. Country teams prepared country assessments and recommendations for future actions; excerpts follow.

- Intensify sensitization training and activities, through selected policy makers, men and women in middle management, and various sectors such as academia, non-governmental organizations and national civil service commissions. Include a WID topic in executive training programmes for both sexes.
- Develop training programmes geared specifically at women in the pipeline for promotion to managerial positions in the public sector.
- Create a women's group for networking in the public sector that will also provide consultancy services.
- Document cases of discrimination against women and other disadvantaged groups through the civil service commissions and academia.
- Develop speakers bureaus within and/or coordinated between relevant organizations.
- Strengthen such welfare programmes as day-care centres, cooperatives and health services.
- Expand media-based information to promote communication and education.
- Strengthen research on gender-sensitive statistics and indicators.
- Participate in the development and passage of gender-related legislation, and encourage employment of women in policy-making positions in the social security and government service insurance systems.
- Facilitate the attendance of women on study tours and at international conferences.

In all three countries, the tension between specialization in women's issues and mainstreaming those issues within existing organizations and programmes was stressed. A balance must be achieved between creating a "responsible agency" and spreading responsibility among all agencies. While there is great need for focal points, such entities cannot assume all responsibility for women's issues, especially because they are typically underfunded and understaffed. On the other hand, existing agencies and programmes have multiple priorities, the least of which may be women's issues. Thus, a strong focal point or unit may take the lead in agenda-building in the policy process, if necessary, whereas existing agencies and programmes may direct implementation of gender-sensitive projects and programmes. The focal point must also monitor and evaluate implementation. *(See related article, p. 2.)*□

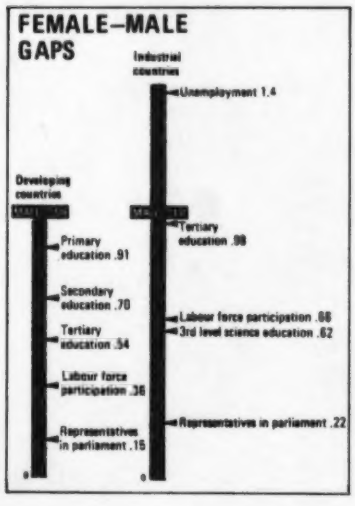
Women in Bureaucracies...

(Continued from Page 18)

encouraged to develop skills and ambition, then they can be encouraged to move up in their organizations. At the institutional level, strategies of attitude change, structural change and supportive policies are often initiated and monitored by a women's machinery.

The pipeline issues involve attention to the social, economic and political institutions that shape expectations about appropriate gender roles and opportunities for women. Government policies must address the financial and social barriers to identifying and preparing women for contributing to national development. Especially with regard to access to education, Governments must examine the cost, availability and motivational structures in their public service pipelines.

When adequate numbers of women are clustered in the lower ranks of bureaucracies, government policies must address the issue of barriers and opportunities to upward mobility. Major areas for public policy development are civil service rules and regulations concerning parenting, posting, compensation and training; evaluation systems; career planning and guidance, and sensitization training concerning the difficulties to be encountered in integrating previously excluded groups into high policy-making levels.□



UNDP, Human Development Report 1991.

"Why is it, that a standard-setting organization like the United Nations is following rather than leading the world on an important issue of equality?"

Women at the United Nations: Struggling to Be Decision Makers

The United Nations Secretariat is mandated by the Nairobi Forward-looking Strategies to serve as an example in improving the status of women, particularly by ensuring that women occupy a due proportion of high-level decision-making posts. A target of 30 per cent of all posts subject to geographical distribution was set by General Assembly resolutions, to be achieved by 1990; by 1995, the percentage of women must reach 35 per cent, including 25 per cent at the top levels.

At 30 June, progress had been made, but the situation was viewed as being "still far from encouraging": Women accounted for 29.2 per cent of all jobs, but most of them at the lower levels of management. They made up the overwhelming majority in "slow-track occupations," such as secretarial, administrative/service, editorial, library and language-related positions; only 8.6 per cent of the top senior policy- and decision-making posts (D-1 level and above) were held by women.

Furthermore, in terms of region of origin, the overall percentage of women from Africa, the Middle East and Eastern Europe is particularly low.

Of the 166 Permanent Representatives to the United Nations, 163 are men, as are 43 of the 45 senior staff members in the Secretariat, pointed out Peter Wilenski, Permanent Representative of Australia, in a statement to the General Assembly last November. "Why is it," he asked, "that a standard-setting organization like the United Nations is following rather than leading the world on an important issue of equality?" Mr. Wilenski made his remarks, also on behalf of Canada and New Zealand, to the Fifth Committee (Administrative and Budgetary).

Meeting these challenges is difficult in any bureaucracy, but especially in international organizations like the United Nations, where, in addition to merit and qualifications, such other factors as equitable geographical distribution and giving priority to internal candidates must be considered in the recruitment process. Affirmative action measures dealing with assignment, promotion and recruitment have been introduced to speed up the hiring of high-level women. They stipulate that in offices where the 1995 targets have not yet been achieved, vacancies shall be filled by women, provided there are one or more fully qualified female candidates. In addition, the cooperation of Governments is sought in identifying qualified women.

Several bodies within the United Nations system take an active part in this process, notably the Commission on the Status of Women, the Steering Committee for the Improvement of the Status of Women in the Secretariat and the staff Group on Equal Rights for Women.

One United Nations agency, the United Nations Development Programme (UNDP), has made a special effort to integrate women. Its Management Development Programme (MDP) is mandated to help developing countries achieve sustainable improvements in public sector management and to upgrade human resource development and long-term management concerns in UNDP programmes. MDP recently sponsored an evaluation of its gender aspects, which points out that very little is being done in developing countries in the field of gender analysis and gender-sensitive policy implementation in public management and administration. The evaluation report suggests several reasons for the gross under-representation of women as leaders and members of missions: the fact that there are few women in the pool of available consultants; the inability of MDP management to recruit available women consultants, and the unwillingness of Governments to select women from among the panel of consultants offered by MDP. In short, women at the United Nations encounter the same obstacles as do their counterparts in both the public and private sectors of management.

The report makes some specific recommendations for increasing women's participation in the Programme, notably that the use of women consultants on missions should be increased, with at least one woman being part of each mission, and that women in Management, as distinct from overall women in Development (WID) issues, should be highlighted in the Programme's documents and activities.

UNDP itself identified Women in Development as one of its six priority areas in building and strengthening national capacities in the context of human development. Its Division for Women in Development is presently developing a training programme on gender sensitivity targeted primarily at field office economists and planning agency officials. Other efforts are also under way to incorporate WID concerns throughout UNDP policies, procedures and programmes.

What Role for Training?

The Organization has come a long way in addressing the concerns of women staff members. A 1986 survey of training on issues concerning women in the United Nations system, in which 26 agencies participated, concluded not only that there was no clear perception of what was meant by "training for women", but that none of

the agencies had found it advisable to offer training courses exclusively for women. While many agencies were involved in training women in developing countries, in very few cases was that training designed specifically for staff members – of either sex.

The survey led to a high-level staff workshop on "Men and Women in Management", whose participants found it difficult to agree on the exact nature and extent of problems relating to the status of women. Although the groups did develop specific action plans, there was some uncertainty as to what, if anything, would come of them. This was attributed to the fact that official agency statements had not as yet been translated into clear organizational policies with work plans, targets and well-defined accountability.

The conclusions arising from both the survey and the workshops can equally apply to public and private sector organizations contemplating some form of training programme on women and management. Among those observations:

- The key factors to improving the status of women in an organization are top-level commitment, clear policies and a well-defined system of accountability. *Training cannot substitute for these factors.*
- Training can help to improve the working environment for women in an organization by promoting awareness of inappropriate behaviours and developing the supervisory and managerial skills needed to ensure that staff are perceived correctly and treated equitably.
- Awareness and skills training can either be done in independent workshops or incorporated into existing training activities such as supervisory and management training programmes.
- Independent training programmes need to be done on a fairly wide scale if they are to have a discernible impact, which could be costly. It is also difficult to make participation mandatory.
- Integrating a module on the status of women into supervisory and management training makes it necessary to treat the issue in a shorter period of time and focus on specific limited aspects, but it enables the issue to be dealt with in an overall organizational context. □

United Nations Gets into the Act

Equal rights for women and men are enshrined in the Preamble to the United Nations Charter – the first document in history to establish gender equality as a fundamental human right. Following is a list of United Nations actions taken to make sure that right is respected.

1946: creation of the Commission on the Status of Women, which prepares recommendations and reports on the promotion of women's rights.

1951: International Labour Organisation (ILO) adopts Convention Concerning Equal Remuneration for Men and Women Workers for Work of Equal Value.

1975: International Women's Year; first global women's conference held, leading to World Plan of Action.

1976-1985: United Nations Decade for Women results in the creation of INSTRAW and the United Nations Development Fund for Women (UNIFEM), and in an increased number of countries enacting equal pay laws.

1979: Adoption by the General Assembly of the Convention on the Elimination of All Forms of Discrimination against Women, sometimes described as a women's Bill of Rights, and establishment of the Committee on the Elimination of Discrimination against Women to oversee its implementation.

1980: Second World Conference held in Copenhagen.

1981: ILO adopts Convention Concerning Equal Opportunities and Equal Treatment for Men and Women Workers.

1985: Third World Conference held in Nairobi, which adopts the Nairobi Forward-looking Strategies for the Advancement of Women to the Year 2000.

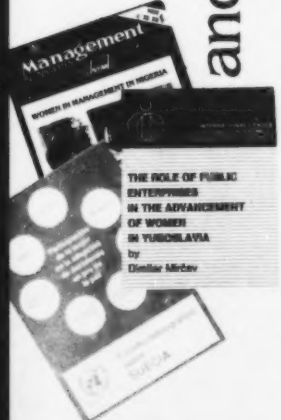
1990: More than 90 per cent of all Member States have official bodies in place to promote the advancement of women.

By 1991, 107 countries had ratified the Women's Convention. However, 23 of them have also filed more than 88 substantive reservations which limit their obligations to comply with its terms. This makes it "the most heavily reserved and most fragmented of all international human rights instruments," according to a statement made to a human rights subcommission in 1991.

The most controversial articles require three actions that seem to cause problems to certain countries. The first requires the modification of existing legal instruments that have a discriminatory effect, and the second binds States to eliminate discrimination against women in the country's political and public life. Under the third, States must accord women equal opportunities to enter into legal transactions, equal treatment in courts and tribunals and the right to pursue legal remedies.

The question arises as to whether these reservations are actually incompatible with the object of the Convention. Only the International Court of Justice is empowered to answer that question, and it can do so only at the request of the Economic and Social Council. □

Selected Publications on Women and Decision-Making



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INSTRAW Activities

INSTRAW Staff Briefs NGOs

Making women, their contributions and the challenges they face visible, and implementing programmes that include women in the global processes of development and decision-making, are INSTRAW's two major tasks, the Institute's Director Margaret Shields told representatives of non-governmental organizations at a recent briefing.

"INSTRAW is a vehicle for the empowerment of women," said Ms. Shields at the briefing, which was held at United Nations Headquarters on 7 November. "It can provide the facts to those who wish to change or improve" the situation of women.

Elderly women in developing nations, migrant and refugee women, and women in the informal sector are three areas in which INSTRAW's statistical work is presently concentrated. The Institute is also exploring ways to collect data on the domestic lives of women in countries where written surveys are inconclusive because literacy is low, according to Ms. Shields.

Ms. Shields also announced that INSTRAW is now working on a comprehensive study that will compare the effects of the inclusion of women at various stages in development projects with the results of projects that exclude them. The objective is to enable development planners to differentiate between aid that is effective and aid that is disastrous.

At the same briefing, INSTRAW Associate Social Affairs Officer, Borjana Bulajich, presented a video on the Institute's multi-media training package concerned with women, water supply and sanitation. She described the situation in the Saharan region, where women must still spend eight hours per day fetching water that is often polluted. Five million children die each year from diarrhoea-related diseases. Furthermore, in water and sanitation projects, women are frequently treated as unpaid construction workers, and they are not consulted when relevant decisions are taken. INSTRAW's training package is designed to help combat those problems, by teaching professionals in the water sector how to include women in the process and by providing technical information to rurkl women. The package was produced in cooperation with the United Nations Department of Technical Cooperation for Development (DTCD) and the ILO/Turin Centre. □

Margaret Shields, Director INSTRAW, with interns (left) Sharon McHale, and (right) Ellen Smith at Information fair.

SOCIO-ECONOMIC SECTORS *the role of women*

Women and Environment

Miami Meetings Lay Groundwork for Environmental Action

Some 800 tonnes of garbage were removed from an illegal dumping site in Barbados by women leaders of an environmental movement. One year after the clean-up, the gully is still garbage-free, community groups are focusing more on environmental issues and there has been a reduction in illegal dumping.

This example of women's successful involvement in environmental management was one of 218 such stories recounted by women from 70 countries at the *Global Assembly of Women and the Environment: Partners for Life*, which was held in Miami, Florida, 4-8 November. One of its purposes was to demonstrate women's capacities in environmental management as they relate to such global ecological issues as water, waste, energy and environmentally friendly systems, products and technologies. The success stories provided the basis for one of the major objectives of the Assembly: the development of five regional action plans which are to serve as an impetus for the replication and advancement of environmental management efforts.

Another success story described at the Assembly concerns a project carried out by the members of a student science club in Jamaica. Under the leadership of teacher Veronica Irene Joy Royes, the 10 students tended a compost pile consisting of kitchen waste, leaves and manure brought in by their parents. They layered the organic matter in eight boxes and discovered they could prevent pest problems by covering the boxes and by frequently turning the material. They bought ammonium sulfate with the club's funds to aid in the composting process. Following a survey to determine where the composted material could best be marketed, they decided that households were the most likely target group. The students eventually used the compost to grow peas.

Participants at the Global Assembly, Miami, November 1991, who attended INSTRAW's satellite workshop.

Another project which has arisen in relation to composting is the use of natural pesticides. These have been extracted from common plants and have been used as an alternative to chemical pesticides in other projects carried out by the students.

Waste management is a pressing problem in Jamaica. Unsightly dumps litter the landscape, polluting the island environment. Pests such as flies, mice and rats are attracted by the garbage and spread diseases caused by microorganisms. Composting represents a solution not just to waste disposal, but also improves the soil and substitutes for more expensive imported chemical fertilizers.

Similarly, in the Dominican Republic – INSTRAW's host country – a citizen's group was formed to combat a

major mining project that threatened the animal and plant life of the area and would have polluted the rivers and streams that provide water to the general population. CODERENA, the Committee for the Defence of Natural Resources, developed a plan of action that included camping out on the proposed mining site near La Vega, informing agricultural communities of the potential effects of the project, producing public information and educational materials, visiting local authorities and organizing public demonstrations.

Wilfrida Ramona Pérez was responsible for organizing and coordinating tasks for the formation of CODERENA. She also helped to advertise and disseminate educational information about the project and to develop support committees. The movement has succeeded in delaying the start of the mining project, and efforts are under way to get the area declared a regional park.

Assembly Recommends More Aid for Women's Grass-Roots Efforts

Assembly participants, after hearing these and other success stories and sharing their own personal and institutional experiences, made the following recommendations:

- development assistance in support of women's grass-roots efforts for environment and sustainable development should be substantially increased;
- mechanisms should be established to incorporate the experience, talents and contribution of women into all aspects of policy design and programming;
- women should be party to the allocation of funds and resources from national authorities and international lending agencies;
- designers of all water supply and sanitation systems should be required to consult women as the primary users in the home;
- women should use their rights as consumers to influence the public and private sectors in developing appropriate technology, and should also take environmentally friendly decisions and actions in their everyday lives at home, at work and in the community;

- research should be carried out to identify the type of potential impact on people's lives of environmental and development projects;
- Governments should design policies for environmental management that decentralize authority and foster action at the local level;
- Governments should evaluate energy policies in terms of total energy systems, including microsystems managed by women in the home as well as their role as consumers;
- recycling and environmentally sound waste management should be institutionalized by national policies and local programmes, with strict regulation of toxic waste disposal, and
- priority should be given to reducing dependence on fossil fuels and to dealing with the threat of nuclear power and nuclear waste.

INSTRAW nominated and sponsored the three presenters from the Caribbean region. The Institute's Deputy Director served as a mentor in assessing the ele-

ments of leadership, requirements for success and ways in which institutions, individually and collectively, can replicate successful projects and advance women's role in environmental management.

INSTRAW conducted a three-day workshop at which the Institute's new 25-minute sound/slide package on Women, Environment and Sustainable Development was presented, along with other INSTRAW sound/slide packages on Women and New and Renewable Sources of Energy and Women, Water Supply and Sanitation. Much of the discussion focused on the need to coordinate the activities of international agencies in the field of women and environment. They suggested that INSTRAW should undertake a survey of what the agencies and institutions are doing and plan to do in coming years in order to help coordinate efforts. The conclusions and recommendations of the Assembly as a whole were brought to the *World Women's Congress for a Healtby Planet*, convened by the Women's Environment & Development Organization/Women's Foreign Policy Council of the United States, held in Miami immediately following the Global Assembly. Participants recommended that the findings also be brought to the attention of the Fourth Preparatory Committee of the United Nations Conference on Environment and Development next March, as well as to the Governing Council of the United Nations Environment Programme (UNEP), the World Bank and other international financing institutions.

The Assembly was convened under the auspices of the Senior Women's Advisory Group on Sustainable Development of UNEP, with the assistance of WorldWIDE Network, a non-governmental organization (NGO) dedicated to advancing women in environmental management.

Poverty and Environment Discussed in Dominican Republic

The main cause of poverty and environmental degradation in the Caribbean region is overconsumption by affluent societies in the North, according to participants at an international conference on the subject, held in Santiago, Dominican Republic, 21-25 October *(Encuentro Internacional sobre Pobreza y Medio Ambiente en el Caribe)*.

Participants also concluded that development patterns will have to be changed to reach a more equitable distribution of resources and benefits from development. A sustainable model of development should actively include all sectors, both the poor as well as the affluent, urban and rural dwellers, men and women.

All countries in the insular Caribbean, with the exception of Haiti due to the political situation there, were represented at the conference, which was organized by Enda-Caribe, an international NGO involved with environment and development issues with headquarters in Dakar, Senegal, and a regional office for the Caribbean in Santo Domingo, in collaboration with the Catholic University (PUCMM) of Santo Domingo. Social scientists, environmental activists, educators, social workers and representatives of Governments and NGOs attended, describing the problems and analysing the causes of poverty and environmental degradation, both at the theoretical level and in the specific context of each country.

Also among the topics of discussion were women, poverty and environment, grass-roots groups and NGOs in the struggle against rural and urban poverty, and possibilities offered by the Lomé Convention and other agreements in the field of environment and development.

A communiqué based on the conclusions reached at the conference will be presented to the Caribbean Governments, NGOs and funding agencies working in the region. Policy guidelines developed by participants will also be included in a document to be presented at the United Nations Conference on Environment and Development (Earth Summit), to be held in Rio de Janeiro next June.

INSTRAW's contribution, submitted by Julia Tavares and Florissa Abreu, focused on the links between women and development. After the conference, the organizers approached the Institute with a proposal to collaborate on the final report by preparing a chapter on women, poverty and environment. The report, which will be published jointly by EndaCaribe and INSTRAW, will be among the documents issued at Earth Summit.

INSTRAW Participates in Dominican Activities on Environment

In order to formalize the establishment of an ecological group at the APEC University, INSTRAW conducted a one-day seminar on *Environment and Development* last 22 November.

Panelists at the event, which was held on the university's Santo Domingo campus, included the President of the Dominican National Commission for the Environment, who gave an overview of the country's major environment and development problems.

INSTRAW discussed its programme on women and the environment, showed its new audio-visual package on the subject *(see p. 34)* and presented the statement issued by the "New Generation Leaders" – 50 young women from throughout the world – at the Global Assembly of Women and the Environment.

The seminar was closed by the Dean of the university, who swore in the new group. Its mandate is to support activities aimed at creating awareness and empowering students in the search for solutions to environmental problems.

INSTRAW also participated in a one-day seminar last 28 November, organized by the Centro de Planificación y Acción Ecuménica (CEPAE), a Dominican NGO working with grass-roots groups. The seminar, entitled *Development Policies, Women and Environment*, focused on the major urban and rural environmental problems faced by the country and on how the Dominican development process relates to those problems. Women from both urban and rural areas gave presentations.

INSTRAW presented its programme on women and the environment and its experience at the Global Assembly in Miami. It also briefed participants about the upcoming United Nations Conference on Environment and Development and the role of NGOs in the

conference process. The seminar was attended by representatives of local NGOs, ecological groups and grass-roots community groups.

Inter-American Consultation on Women and the Environment

The Institute also contributed to the *Inter-American Consultation on Women and the Environment*, held in Washington, D.C., 15-18 October. INSTRAW's presentation, by Associate Social Affairs Officer Julia Tavares, dealt with initiatives under way in the Americas by international agencies and with the role of women in environmental protection. The meeting, sponsored by the Inter-American Commission of Women of the Organization of American States (OAS), discussed the special vulnerability of women faced with environmental degradation and with national experiences in development projects for women's advancement that take environmental concerns into account.

The effects on women of deforestation, desertification, pesticides, nuclear testing and such urban problems as pollution and inadequate water supply and hygiene are touched on in the INSTRAW paper, which also looks at how women, as users and managers of natural resources, contribute both to environmental degradation and to the protection of the environment. INSTRAW's programme on gender, environment and sustainable development will address some of those issues through research studies and the development of training and information materials.

INSTRAW to Publish Two Studies on Environment

Remaking the World Together: Women, Environment and Sustainable Development is the title of a forthcoming INSTRAW publication, based on a research study prepared for the Institute by the University of Utrecht and the Institute of

(Continued on Page 34)

SOCIO-ECONOMIC SECTORS the role of women

Women, Agriculture and Credit

Costa Rica Meeting Focuses on Advancement of Rural Women

The situation of rural women, and the broad range of options and policies available for improving that situation through the use of the gender perspective, were discussed at the *Regional Seminar on the Economic Progress of Rural Women in Latin America and the Caribbean*, held in San José, Costa Rica, 17-21 June.

Specifically, participants examined the economic role and needs of rural women within the region's rural development projects, and how microentreprises can be used to achieve integration within such projects. They also looked at women's access to extension and training services linked to production, as well as women's access to credit, financial organization and management, systems and procedures.

The seminar also included presentation of software for gender-oriented monitoring of household beneficiaries of projects under way by the International Fund for Agricultural Development (IFAD). The software can be used to collect and process data for monitoring projects with a gender perspective.

All countries in the region were represented, as were United Nations agencies and several NGOs working with senior women researchers and consultants. Florissa Abreu, INSTRAW Desk Officer on rural women and credit, represented the Institute.

Another meeting on the same subject – the *International Consultation on the Economic Advancement of Rural Women* (Fiuggi, Italy, 28-30 October) – was organized by IFAD in conjunction with the Instituto Interamericano de Cooperación para la Agricultura (IICA). INSTRAW presented a paper on alternative credit mechanisms for rural women in the Dominican Republic, giving a general overview of banking for rural women and a case

(Continued on Page 34)

Young Andean Indian girls picking carrots in field on the Altiplano in Bolivia. UN/Photo J. Foxx.

Women and Water

Participants at the Interregional Seminar on Women Water Supply and Sanitation held in The Gambia.

INSTRAW's Training Package on Water Updated

INSTRAW has revised and expanded its multi-media training package on *Women, Water Supply and Sanitation,* in cooperation with the Department of Technical Cooperation for Development (DTCD) and the Turin Centre of the International Labour Organization (ILO). The package was updated last June by the International Research Centre (IRC), The Hague, with funding from DTCD.

The training package is aimed at three different target groups: senior officials of Ministries of Education, Health, Planning and Public Affairs; development planners and staff members from local authorities in charge of water supply and sanitation (WSS) technologies, and representatives of non-governmental and women's organizations active in WSS projects and programmes.

The training package consists of the following five modular units: the International Drinking Water Supply and Sanitation Decade and Beyond; participation of women in planning, choice of technology and implementation of sustainable WSS projects; the role of women in hygiene education and training activities for WSS projects; involvement of women in management of water resources, water supply and waste disposal, and evaluation and monitoring of WSS programmes, projects and the role of women.

The package is accompanied by two sound-slide packages and 100 transparencies. Each modular unit consists of the user's guide, trainer's guide, text, additional reading, bibliography, key issue check-lists for group work and two evaluation forms.

The units are entirely self-contained, requiring no inputs from external sources, and are adaptable to meet the particular needs of a given country.

The major aim of the training package is to contribute to a new approach to the organization and management of sustainable WSS programmes through the integration of women's needs, as well as their participation in planning, technical operations, maintenance, assessment and implementation of WSS projects.

The package can be obtained for the price of $400 plus shipping charges. Contact Franco Campagna, Chief Training Support Service 125 Corso Unita d'Italia, Torino, Italy, tel. 69361, fax 638842.

Interregional Training Seminar Tests INSTRAW Modules

The first interregional training seminar on *Women, Water Supply and Sanitation* was held in Banjul, The Gambia, from 2-6 September, organized by DTCD in cooperation with INSTRAW and the Government of The Gambia.

The seminar was geared to test the usefulness and effectiveness of the updated version of the training modules on Women, Water Supply and Sanitation, produced jointly by INSTRAW, DTCD and the ILO/Turin Centre. Twenty-three participants from The Gambia, Ghana, Liberia and Sierra Leone attended. Most of them were senior officials from the Ministries of Health, Water Resources, Development Planning, Natural Resources and the Environment, and engineers, hydro-

logists, representatives of women's organizations and NGOs.

The seminar consisted of a five-module package, two sound-slide packages and transparencies covering the role and participation of women in planning, choice of technology, hygiene education, management of water resources, waste disposal, training and evaluation. Following presentation of the modules, working groups met to formulate recommendations.

Module I covered the goals and lessons learned during the International Drinking Water Supply and Sanitation Decade (1981-1990), which had been aimed at achieving universal access to clean drinking water and sanitation facilities. The emphasis of both the module and the Decade was on national targets, national plans and technical solutions.

Although service coverage has been increased, particularly in the rural water and sanitation sectors, and awareness of the critical issues impeding women's involvement in water and sanitation activities has been enhanced, a number of problems stemming from inadequate WSS facilities still remain in developing countries. This has severe consequences on health, as well as high economic and social costs; it has also led to the loss of productive time and energy by women, who are overburdened with time-consuming water collection.

Such complex and multidimensional problems require multidisciplinary approaches, taking into account the linkages between the socio-economic, technical, health, agricultural and environmental aspects, as well as issues relating to the management and coordination of WSS activities.

The concept of a framework for support and global cooperation in the 1990s includes the strengthening of national institutional structures; greater support in assessing personnel and human resources development programmes; more support to applied research on low-cost technology programmes; exchange of information, and measures to integrate WSS programmes into rural development activities, taking account of agricultural development, irrigation, employment, income generation and health promotion.

Module II of the seminar covered women's participation in planning, choice of technology and implementation of sustainable WSS projects, under four broad themes: What is the best way to approach, train and support women? How can women become more efficiently involved? What advantages can be gained by involving women as decision makers (and not simply as workers or beneficiaries)? What training methodologies should be used in equipping women for these roles?

The working group recommended that women should be trained to understand simple maintenance operations, since they are the primary users, and that job opportunities should be created at the village and decision-making levels. Community participation must be strengthened, and women should be involved in financial decision-making. It was also felt that, as a matter of policy, women should be involved at all levels of project planning, management and decision-making.

Module III stressed the importance of women's role in hygiene education and training activities for WSS projects. One of the main problems faced by developing countries stems from water and sanitation diseases. Health and hygiene education are among the weakest elements in WSS programmes, due to a shortage of funds, lack of facilities and other logistical problems. Training in WSS services should therefore be linked to health education and other community development programmes through extension courses, cooperative programmes and adult education.

Training materials should be carefully selected, relevant, interesting to and understandable by participants. They should also be culturally suitable, well-written and reproducible at low cost.

Module IV discussed women's involvement in the management of water resources, water supply and waste disposal. The integrated approach to water resources planning and development, taking into account demand management, waste disposal, environmental protection and the enhancement of women, was debated. The use of women's environmental knowledge and their involvement in providing labour can also be of great benefit to water resources and environmental protection.

Sustainable and local approaches to financing were presented as well. With the increase in completed water points (pipe stands) or systems, recurrent costs are becoming a serious problem, and development and training in simple budgeting and financial management are crucial. Participants discussed some of the key issues surrounding water supply and demand management, such as new approaches under discussion or being adopted in their respective countries; the economic tools being applied to water demand management, and possible methods for including women in water resource development planning, with an emphasis on financial and management control.

Module V covered various types of evaluation and monitoring in WSS projects and programmes. Among the crucial components of evaluation methodologies for women in development are the principles of economic analysis – especially cost-benefit analysis – of projects and programmes. Emerging trends in the evaluation of project sustainability and project replicability were discussed. Planning of human resources and financial needs should be undertaken at the design stage. The group recommended that evaluation should be part of the design stage of the project and carried out until the final phase. Evaluation should be carried out periodically, rather than conducted mid-term or at the end of the project.

The seminar report can be obtained from the Water Resources Branch, Natural Resources and Energy Division, DTCD, 1 United Nations Plaza, New York, NY 10017.

Global Forum Taps INSTRAW to Head Gender Issues Group

The *Global Forum of the WSS Collaborative Council*, meeting in Oslo last 18-20 September, elected INSTRAW and PROWWESS – the interregional project of the Nations Development Programme (UNDP) for the Promotion of Women in Water and Environmental Sanitation Services – as the lead agencies for the Council's new working group on gender issues.

The Forum recommended the establishment of new working groups to make the Council's work more effective.

The new working groups are: country level cooperation; information, education, communication; information management; applied research; gender issues; operation and maintenance, and urbanization.

The Council, which serves as an informal forum for the exchange of ideas and experience between sector professionals from developed and developing countries, has the following goals:

- to provide a forum for sector professionals to identify, review and seek consensus on key sector issues;
- to alert members to opportunities for more efficient use of resources;
- to increase awareness of the need for intensified efforts to expand sustainable coverage and effective use during the 1990s;
- to promote enhanced collaboration at the country level, and
- to stimulate the adoption of more harmonious policies, strategies and programmes.

The working group sessions consisted of blocks of six specific themes: global collaboration; country-level collaboration; applied research, information, education and communication; water resources; human resources, and urbanization.

The forum was attended by more than 150 participants from United Nations agencies and bodies, bilateral agencies, NGOs, private sector groups and representatives of developing countries.

Inter-Agency Committee Prepares for Dublin Conference

Preparations for the International Conference on Water and the Environment (Dublin, January 1992) were discussed at the meeting of the *Inter-Agency Steering Committee for Water Supply and Sanitation* in Rome, 23-24 September. The agenda also included policy implications of the General Assembly's decisions in 1990, the report of the Committee for Natural Resources and the activities of the Task Force on Women and of individual committee members. Attending were the representatives of 15 United Nations agencies.

INSTRAW's WSS activities were presented, highlighting the updated version of the Institute's training package. □

SOCIO-ECONOMIC SECTORS *the role of women*

Women and Statistics

African Informal Sector Project Concludes

The fact that there is no institution to mediate for the informal sector is among the key factors behind the problems encountered by the sector, according to participants in recent INSTRAW statistical workshops in Africa on improving women's role in informal sector production and management *(see INSTRAW News No. 16)*.

The workshops, which represented the conclusion of INSTRAW's long-term involvement in the United Nations Development Programme (UNDP) - funded project, recommended that an institution be established to deal with all matters relating to the informal sector; to stimulate creativity and innovation in the sector, and to facilitate its expansion and development.

Participants in The Gambia, Zambia, Burkina Faso and Congo all proposed that the institution should review the laws and regulations governing the establishment and operation of businesses in each country and recommend revision of those which impinge on the sector's performance. In order to create a satisfactory working environment, they urged the convening of workshops for informal sector operators, with adequate facilities such as water, sanitation and child-care centres. Market outlets should be expanded, they said, and strategies developed to protect local and international markets so as to make the informal sector more competitive with formal sector industries.

The participants, who generally comprised high-level government officials, representatives of NGOs, regional institutions and research institutions, as well as coordinators of women's projects, stressed the need for programmes to train professionals charged with monitoring activities, improving skills and financing activities in the informal sector. They called for a system of credit for informal sector activities characterized by flexible lending conditions at concessionary interest rates and with simplified loan repayment methods. One-day seminars should be organized for government representatives and other policy makers to sensitize them to the role of the informal sector in national economies.

At the technical level, workshop participants also recommended the creation of a national technical committee on statistical activities concerning the informal sector. Such a committee would establish a common methodological framework for the organization and conduct of surveys, and would work out methods for systematic processing of survey data. Furthermore, a definition of the informal sector should be adopted and applied in all research and data collection in the country. The international classifications of industry and occupations should also be adopted and used by all statistical producers. Information and data on the informal sector, with a special focus on women, should be centralized, and a data bank should be set up to collate, store and make information more accessible. Finally, a national survey should be carried out to produce the necessary data, which should be repackaged and disseminated through the use of fact sheets and pocket digests.

The project, which began in 1988, was aimed at putting discussions of the informal sector on the national agenda. Even though the informal sector plays

(Continued on Page 34)

Women and Environment

INSTRAW to Publish...

(Continued from Page 30)

Social Studies in the Netherlands. The study consists of a comprehensive review of the major theoretical and conceptual frameworks for examining women and the environment. It reviews the literature on development, women in development (WID), environmental issues, women and environment (WED) and the feminist perspective on the sociology of knowledge.

Its aim is to contribute towards a new paradigm for development that will view sustainable development in holistic terms, encompassing the social, cultural and ecological aspects.

An appendix to the study describes some of the main actors in the field of women, environment and sustainable development – development agencies, NGOs and social movements. A list of major events, conferences and workshops on WED in recent years is followed by a bibliography. The publication will be available in 1992.

The first issue of a new INSTRAW journal, the *Special Publications Series*, will be ready for the Fall 1992. It will contain a series of research studies on women and environmental issues, policies and actions in various parts of the world. Topics will include urban environmental problems in Brazil and the ways women are being affected; nuclear testing in the Pacific; the effects of pesticide use in west Asia; the greenhouse effect in south Asia, and desertification in Africa.

New Audio-Visual Package Available

INSTRAW is proud to announce its new video on women, environment and sustainable development. The 25-minute videocassette, available in both VHS-PAL (European system) and VHS-NTSC (American system), was produced using a dynamic cross-fading technique. It establishes the link between women, environment and sustainable development and presents an overview of the main issues. For further information, contact INSTRAW in Santo Domingo or New York.□

WOMEN
environment
and sustainable
development

Women, Agriculture and Credit

Costa Rica...

(Continued from Page 30)

study on the credit scheme of Mujeres en Desarrollo Dominicana, Inc. (MUDE), a Dominican NGO.

The Fiuggi meeting represented the culmination of a series of regional conferences that were part of IFAD's programme on rural women and credit. Participants drew up guidelines for action on the economic advancement of rural women.□

Women and Statistics

African Informal...

(Continued from Page 33)

a unique and crucial role in African societies, it has been neglected because of certain negative connotations which make government support difficult and controversial. One of the project's main goals was to increase the planning capability of all institutions concerned with improving women's productivity and output in the sector, in order to make the participation of African women in development more effective.

Among the farthest-reaching results of the project was the training workshops for producers and users of statistics in the project countries. Discussions involved a critical assessment of the role played by the informal sector in national economies. The approach used by the project's statistical component –namely, to make use of national consultants and resource persons to carry out country case studies and prepare lectures for the workshops – has ensured that training activities can be replicated at the provincial level without much outside involvement, thereby contributing to institution-building.

The project has resulted in several immediate and long-term activities derived from workshop recommendations. In Zambia, for example, each year a household survey is conducted, and the next survey will be devoted to collecting the necessary data on the informal sector. Experts in all countries have demonstrated a willingness to pursue the project's goals even after the project is ended, which will eventually reduce the stigmatization of the informal sector and encourage more Governments to take a positive stand on informal sector policies.

There are already good models to follow: Kenya has a newly created ministry for the informal sector, while Zambia has included a chapter on the sector in its Fourth National Development Plan.□

WID WORLD WIDE

Resources and Events Around the World

Tune In!
Feminist International Radio Endeavour

Women now have a new forum from which to speak out on all issues, from sexuality to agriculture, from politics to medicine and from education to demilitarization: the Feminist International Radio Endeavour (FIRE), or Radio Internacional Feminista. This programme is now being broadcast one hour a day, in magazine format, on Radio for Peace International, an independent shortwave radio station in Costa Rica.

FIRE is sponsored by the Foundation for a Compassionate Society (Fundación para una sociedad compasiva), which sponsors many projects for peace and justice through social change and is particularly devoted to bringing women's values into the mainstream.

FIRE can be heard at 0600 and 0030 UTC (Universal Coordinated Time), 15.030 MHz, 13.630 MHz and 7.375 MHz. Presently broadcast in English, FIRE will shortly expand to two-hour programmes (one hour each in English and Spanish), with other languages to be added later.

Listeners are invited to send tapes on all issues from a women's perspective. They should be recorded in mono (60 minutes maximum), using professional-quality tape, recorder and microphone. The sender's name, address and phone number should be included.

For more information, contact: WINGS, PO Box 5307, Kansas City, MO 64131, USA, tel. 816/ 361-7161, or Radio for Peace International, Apdo. 88, Santa Ana, Costa Rica, tel. 506-49-1821.

Feminist Book Fair to Be Held in Amsterdam

The *Fifth International Feminist Book Fair,* a major global event for professionals in the area of women's writing, will take place in Amsterdam, 24-28 June 1992. The previous fair, in Barcelona, June 1990, attracted 280 representatives of publishing houses and related organizations, as well as 150 writers from five continents. Some 12,000 other visitors, and substantial media coverage, contributed to broad international promotion of women's books.

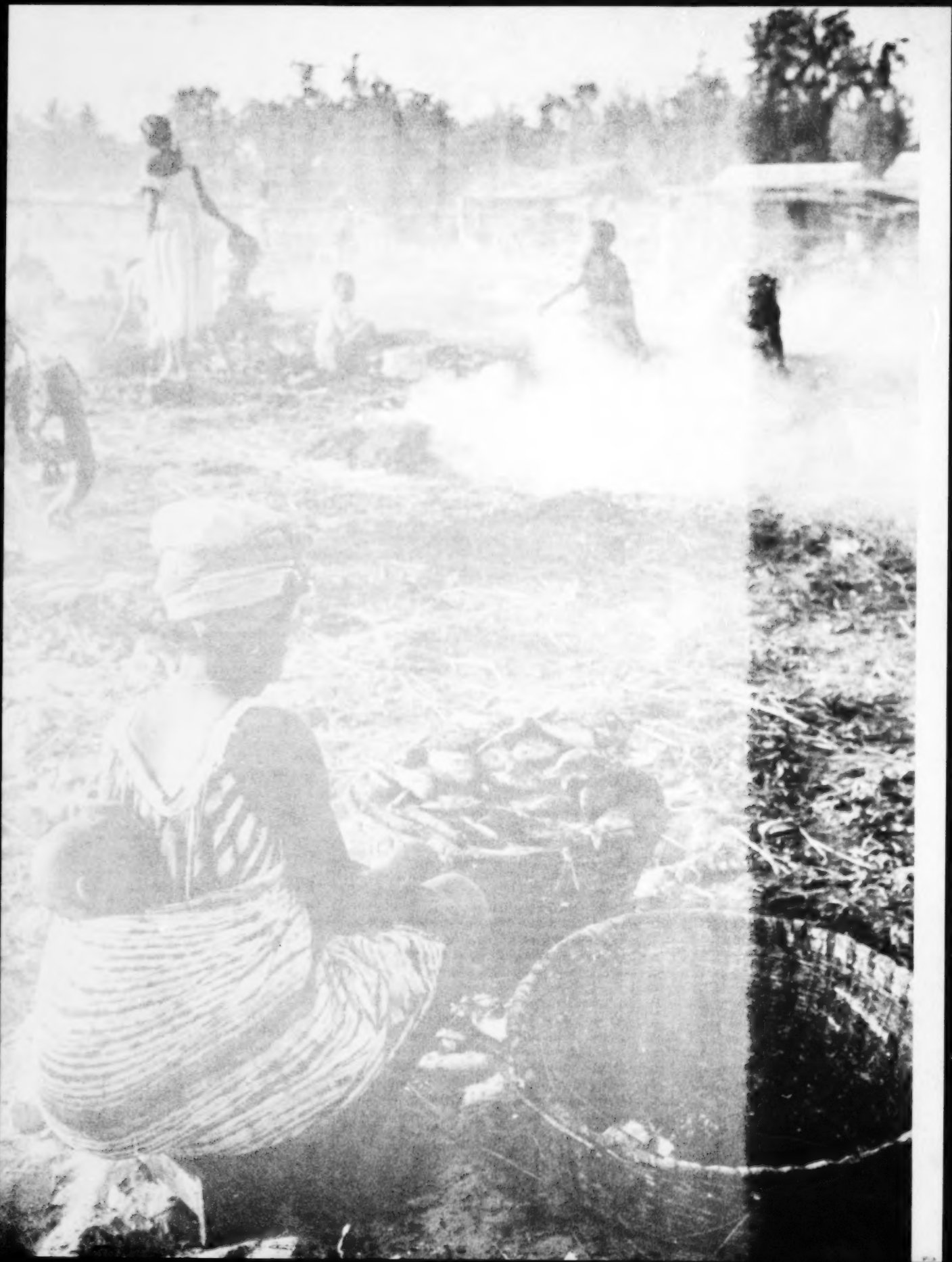
The Fair seeks to provide the opportunity for women from around the world to participate in open and respectful exchanges. This year, the first two days will be reserved for professionals, with several workshops and round-table discussions slated. Specialists will discuss recent developments in their fields. The last three days will be open to the general public, offering exhibits by feminist and general-interest publishers, a series of lectures, workshops and panel discussions with women writers, film and video presentations, receptions and literary walking tours of Amsterdam. Simultaneous interpretation in Dutch, English, French and Spanish will be available. The Fair will be held in the Beurs van Berlage, in the heart of Amsterdam.

For further information, contact: Hannie van Herk, Director, Entrepotdok 66, 1018 AD Amsterdam, the Netherlands.

Other Coming Events

IFAD

Women's Summit: Economic Advancement of Rural Women, Geneva, 25 February 1992. Sponsored by the International Fund for Agricultural Development (IFAD). IFAD is the convenor of the International Summit of First Ladies, which will take place in Geneva. The objective of the meeting is to discuss a strategy for action oriented towards the economic advancement of rural women. Prior to the summit, IFAD has organized one international and three regional consultations preparatory to the summit. The guidelines document prepared by IFAD for the summit was discussed and endorsed by participants in the international consultation, held in Fiuggi, Italy, in October 1991.□



Book Notes

Women: Challenges to the Year 2000. *United Nations Department of Public Information, 1991. Sales Publication No. E.91.I.21, ISBN 92-1-100458-6 English $12.95, 100 pages. Also available in French and Spanish.*

The United Nations Department of Public Information (DPI) has assembled this extensive volume of statistical data on women "as part of a world-wide educational campaign to increase awareness of the obstacles encountered" in implementing the Nairobi Forward-looking Strategies. Its six substantive chapters deal with obstacles to women's advancement in terms of literacy, health, education, employment, political participation, violence against women and women in the peace process.

The chapter on employment, entitled "Making Women's Work Count," discusses the multiple roles of women, accounting for women's economic activity, female-headed households, the informal sector, the "pink ghetto" and the backlash of the "lost decade" of the 1980s. Each chapter is followed by a list of the challenges facing women in that field. A final chapter outlines sources of information on women's issues within the United Nations system, a list of selected publications and priority themes for women from 1991 to 1996. The volume is accompanied by more than 300 footnotes and numerous charts, derived primarily from *The World's Women 1970-1990 Trends and Statistics.*

Women and the Environment; A Reader Crisis and Development in the Third World. *Sally Sontheimer, ed. London, Earthscan Publications Ltd., 1991.*

This collection of essays is described by the editor as "an effort to tell the too often untold story of women living in the face of ecological distress in developing countries" – looking both at the interrelationships between women and the environment, and at how third world women are responding to the situation. The first three of four sections provide an overview of women's use and management of land, forests and water, taking a critical look at current environmental projects and their lack of attention to women. The projects concern anti-desertification in six Sahelian countries, where women's lack of land rights is central to the problem; the fuelwood crisis in South Asia, and water and sanitation programmes, which have often failed because they ignore women. The essay on water, describing women's present and potential role in water use and management, was prepared by INSTRAW. The fourth section comprises success stories of women's initiatives in Ecuador, Costa Rica and India.

The book starts from the dual premise that the relationship between women and their environments has deteriorated drastically over the past 20 years, and that contrary to common belief, women are not responsible for much of the environmental destruction. That devastation, says the editor, is a direct result of development policies based on the exploitation of natural resources originating in developing countries for developed country markets.

She is none the less optimistic about "the extraordinary ability of women to organize themselves to fight ecological destruction", as the case studies show.

Women help sell the day's catch after it has been smoked at Joal, Dakar.

UN Photo PJ/DB

Human Development Report 1991. *United Nations Development Programme (UNDP), New York, Oxford University Press, 1991. 202 pages. ISBN No. 0-19-507147.6. English, French, Spanish, Arabic.*

This second edition of the *HDR* has proven to be one of the most controversial United Nations publications in many years, primarily because of its inclusion of the "Human Freedom Index". The Index ranks 88 countries by "human freedom" – a term which takes into account 40 key indicators, such as multiparty elections, press freedoms, rule of law, right to travel and assembly, and opportunities for gender and ethnic equality. By this calculation, Sweden ranks first, and Iraq, last. While the *HDR* has been criticized, among other things, for its use of 1985 data, the agency is now working on updating and refining it in conjunction with Member States.

Last year's report had already introduced another measure – the Human Development Index (HDI), which rated national success in terms of life expectancy, adult literacy and basic purchasing power. Taken together, the two indices demonstrate the disparity between income and human development levels in many countries. Brazil's per capita income is twice that of Jamaica, for example, but its child mortality rate is four times higher. The overall conclusion is that national wealth cannot necessarily be correlated with either development or freedom.

Among the refinements in this year's HDI is the addition of data on gender disparities. Separate "gender-sensitive" HDIs have been prepared for women and men on 30 countries having enough information. They show that gender disparities are wide in most developing countries. When the HDI is adjusted for gender disparities – by taking separate female and male estimates of life expectancy, adult literacy, wage rates and mean years of schooling – Japan's number-one rank among 30 industrial nations drops sharply to number 17, while Finland moves up from number 12 to number 1. The female HDI is only half the male HDI in Kenya, two-thirds in the Republic of Korea and over three-quarters in the Philippines.

"The inequality that affects the most people in the industrial countries continues to be that between men and women," concludes the report, citing primary, secondary and tertiary education, scientific and technical study, and participation both in the labour force and in business and government. "Female wages are, on average, only two-thirds those of men, and women's parliamentary representation is but a seventh that of men."

Gender discrimination is "especially harsh where resources are scarce – in

the poorer developing countries", continues the report. "But even countries like Japan and Switzerland see their HDI values plummet when gender disparities are taken into account."

The authors admit that gender data, particularly regarding labour force participation, grossly understate women's work even in the productive sphere. They acknowledge a gender-biased basic assumption -- that the ratio of non-wage income (primarily the informal sector and household work) to wage income is the same for men and women -- and admit that that ratio understates the inequality.

The report provides regional perspectives on the state of human development, and then focuses on public spending for human development. It critiques both foreign aid and the ways developing countries invest in or evade their human development. The authors argue that political will, not finance, determines whether national budgets and foreign aid go for education and health, or for arms, corruption and subsidies for the wealthy.

Numerous tables and figures accompany the report, which was compiled from data provided by Governments and several United Nations agencies.

One World or Several: Men and Women Together Towards Growth, Sustainability and Solidarity in the 1990s. *Ashok Bapna, ed. Jaipur, India, Society for International Development, Rajasthan Chapter, 1991. 241 pages.*

This compilation by scholars, world leaders, policy makers and development activists presents policy options for the 1990s, focusing on women's issues that have become crucial to sustainable development. The five main sections are devoted to global economic cooperation, sustainability, hunger, women and India in the 1990s. The United Nations Secretary-General has written a chapter on revitalizing the international economy, while defining sustainability for global survival is the subject of a chapter by Gro Harlem Brundtland, Prime Minister of Norway. Other topics, followed in parentheses by their respective authors, include:

- Population Growth and the Status of Women: Neglected Issues in Development Policies (Nafis Sadik, Executive Director of the United Nations Population Fund [UNFPA]);
- Ending Hunger through Sustainable Development (Maurice Strong, Secretary-General of the United Nations Conference on Environment and Development);
- Feminization of Poverty (Dunja Pastizzi-Ferencic, Director of the Natural Resources and Energy Division, United Nations Department of Technical Cooperation for Development, and former Director of INSTRAW), and
- Women's Culture and Sustainable Development (Hilkka Pietila, Secretary-General of the Finnish United Nations Association and Vice-President of the World Federation of United Nations Associations).

The United Nations and the Advancement of Women. The Role of the Nordic Countries to Promote the Efforts of the United Nations System for the Advancement of Women. *Hilkka Pietila and Ingrid Eide. Nordic United Nations Project, Report No. 16: 1990. Sweden, 1991. 125 pages.*

The Nordic United Nations Project examines the United Nations and its various agencies in the economic and social fields, and specifically the influence of the Nordic countries – Denmark, Finland, Norway and Sweden – on United Nations affairs. This particular report, focused on women, assesses their success and proposes ways to make both actions and policies more effective.

The study begins with a comprehensive review of women's issues in the United Nations system, including policy formulation and decision-making on WID issues. It presents the main conventions and programmes adopted by the system and reviews Nordic activity within several United Nations agencies that deal with women. Concluding the discussion on each agency are specific recommendations for enhancing Nordic influence in the WID sphere.

A chart entitled "Different Approaches to Third World Women" appears as an annex to the report and analyses five of the most-used approaches to WID, concerning welfare, equity, anti-poverty, efficiency and empowerment. According to another chart, the four countries contributed from 31-to-60 per cent of the budgets of WID-related agencies, including INSTRAW.

Household Food Security and the Role of Women. *World Bank Discussion Paper 96. J. Price Gittinger. The World Bank, Washington, D.C., 1990. 45 pages.*

This pamphlet reports on the *Symposium on Household Food Security and the Role of Women* (Zimbabwe, January 1990). The symposium was aimed at promoting a better understanding of the key issues pertaining to household food security and the role of women; to exchange practical experiences in dealing with those issues, and to identify appropriate policies and programmes to be implemented in specific countries with the support of the international community.

Symposium participants – 47 senior African policy-makers, programme administrators, academic specialists and international agency staff from seven countries in eastern and southern Africa – focused on constraints that women face and the practical measures to reduce them. Among the issues addressed were nutrition programmes for low-income households and women's access to credit, extension advice and technology.

The symposium was organized by the Bank's WID Division and the Training Unit of the African Development Bank, in collaboration with the Government of the Netherlands.

The Development of Women's Studies: A Report from the Netherlands. *Margo Brouns, Promotion Committee for Emancipation Research (STEO). Foris Publications, Dordrecht, n.d. ISBN 90 6765 439 6.*

This pamphlet sets out the concrete results of 15 years of Dutch feminist research, sketching the historic and theoretic developments within that area of scholarship.

As described here, new insights in philosophy, theology, the social sciences, natural sciences, humanities and economics have had a profound impact on Dutch feminist studies, leading to feminist adaptations of socialization theories, Marxism, psychoanalysis and discourse analysis. STEO, which published the pamphlet, was set up by the Netherlands Government to stimulate the academic field of women's studies.

For further information, write Foris Publications USA Inc., PO Box 5904, Providence, RI 02903, USA, tel. 401/333-0044.□

Bookshelf
selected INSTRAW publications

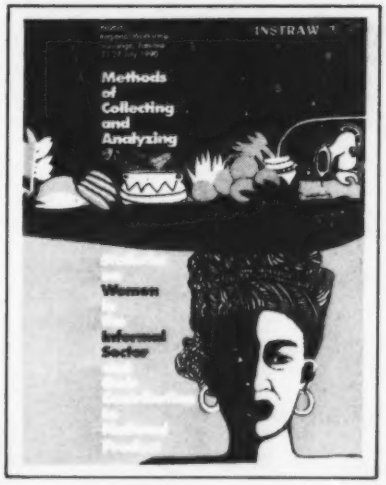
Rapport sur le seminaire sur l'amélioration des statistiques et indicateurs pour l'évaluation de la contribution de la femme au développement national. Saly, Sénégal, 25-30 juin 1989. *147 pages, French. INSTRAW/SER.A/30.*

This seminar report on improving statistics and indicators for evaluating women's contribution to national development discusses the evaluation of sources and availability of statistical data on women. The adequacy of methods and pertinence of concepts used in evaluating women's economic and social contribution to development, strategies for elaborating and using data and indicators, and identification of needs for statistical data and indicators on women are also addressed.

The report also comprises the recommendations made by the seminar, which was held in Saly, Senegal, 25-30 June 1989. Annexes include the texts of 13 papers on such topics as statistics on higher education, an analysis of the state of statistics on women, the concept of comparability with surveys and censuses, and nuptiality and fertility in Senegal. The seminar was organized by the Division of Women and Women's Rights of Senegal's Ministry of Social Development and Statistical Office, in collaboration with INSTRAW.

Report on the Regional Workshop: Methods of Collecting and Analysing Statistics on Women in the Informal Sector and Their Contribution to National Product, held in Siavonga, Zambia, 23-27 July 1990. *222 pages, English. INSTRAW/SER.A/29.*

The workshop summarized in this report constitutes one of the main outputs of the statistical component of the United Nations Development Programme (UNDP) - funded project on "Improving African Women's Role in the Informal Sector – Production and Management." INSTRAW, which was responsible for carrying out that component, organized the workshop in conjunction with the United Nations Statistical Office, UNDP, and the Economic Commission for Africa (ECA).



Six of the report's nine sections correspond to the main chapters of the Institute's *Handbook on Methods of Compiling and Analysing Statistics on Women in the Informal Sector, in Industry, Trade and Services.* Other sections are devoted to the panel discussion of issues for future work on the subject, the reports of three working groups, and recommendations. A selection of speeches and papers appear in annexes. *(For more details on the Workshop, see INSTRAW News No. 15.)*

Recommendations concern revision and use of the Handbook; follow-up activities to the project; statistical activity at the national level, and regional and international action for the improvement of statistics on women's contributions to the national product.

Flyer on Women in the Informal Sector

The supplement to *INSTRAW News No. 16* consists of a flyer highlighting guidelines drawn up at an INSTRAW meeting on *macro-economic policy analysis for women in the informal sector.* The excerpted guidelines concern four areas: research; policy formulation and planning; implementation, and monitoring and evaluation. The meeting of experts was held in Rome, Italy, 17-22 March 1991.

Flyer on INSTRAW Activities in Latin America and the Caribbean

The Institute sponsored a number of activities in the region during the biennium 1990-1991, as detailed by this flyer. Areas of activity are as follows: statistics, indicators and data on women; women and credit; women and new and renewable sources of energy; women, environment and sustainable development; women and communications; elderly women in the Caribbean; gender and development studies; scholarships; focal points, and International Women's Day. □

INSTRAW'S CONTRIBUTION TO IMPROVING THE SOCIO-ECONOMIC STATUS OF ELDERLY WOMEN

INSTRAW

Flyer on Elderly Women.

In House News

•In June, Miguel Bermen of the United Nations Volunteers paid a courtesy visit to INSTRAW.

•*In July, Christine Roos and Irene Brenes, experts working for the International Labour Organisation (ILO), visited INSTRAW to discuss possible cooperation on a project concerning assistance in education for rural women workers in Central America.*

•Elizabeth Lizardo, Coordinator of the Regional Programme for Latin America of the International Cooperative Alliance, based in Costa Rica, briefed INSTRAW on the Regional Conference on Women and Cooperatives, to be held in Honduras in November.

•*From El Salvador, María Cristina de Cabrera, Coordinator for Central America of the Georgetown University Fellowship Programme, visited the Institute to discuss the possibility of collaboration.*

•In September, the representative of the Organization of American States (OAS) in the Dominican Republic, Fernando Cavada, donated several books to the Institute's documentation centre.

•*Dag Nissen, from the Norwegian Royal Ministry of Foreign Affairs, was briefed on INSTRAW programmes.*

•The Consul-General of Canada, Russell W. Stubbert, paid a courtesy visit to the Institute.

•*Anita Veldkamp of the Dutch Foreign Ministry was also briefed on INSTRAW projects.*

•José Luis Ramos, a consultant with the Royal Norwegian Society for Social Development and adviser to the Alianza Cooperativa Internacional for Latin America and the Caribbean, exchanged views with the Institute.

•*In October, Sonja Davis, who chairs the Collective of Women's Refugees and is a founding member of the New Zealand Child Care Association, gave a speech to INSTRAW staff on the situation of women in New Zealand. Ms. Davis, whose autobiography* **Bread and Roses** *has been broadcast as a radio serial and is now being made into a film, has been awarded the Order of New Zealand, the country's highest honour.*

•Consultants Martha Olga García and Rossy Hidalgo visited the Institute to discuss possible collaboration on UNICEF's project on women and law.

•*In November, Daniele Brady and Mostefaoui Mibo, from the UNICEF office in Haiti, paid a courtesy visit to the Institute.*

•Dr. Françoise Lieberherr-Gardiol, of the Federal Department of Foreign Affairs of Switzerland, was briefed on INSTRAW projects.

•*Jesús Corral Fuentes, of the United Nations Volunteers, visited the Institute to discuss possible collaboration.*

•Marguerite Berger and Claire Nelson, from the WID Unit of the Inter-American Development Bank (IDB), called on INSTRAW.

•*Marcela de Rodrigues, Director of the Instituto de Investigaciones y Capacitación para la Promoción de la Mujer en Panamá (ICAPROMUPA), made a working visit to the Institute. ICAPROMUPA acts as INSTRAW's focal point in Panama.*

•The Director of another of the Institute's focal points, this time in its host country, the Dominican Republic, made a working visit to the Institute: Quisqueya Damirón, Director of the Dirección General de Promoción de la Mujer (DGPM). She was accompanied by the Assistant of the Vice-President's Office, Clara Solís.

•*Prof. Barbara Knudson of the University of Minnesota spent a week at the Institute working with INSTRAW staff on a WID curricula project. Ms. Knudson is in charge of developing the North American WID Studies Portfolio.*

•In December, Deborah Poff and Rosemarie Sampson of Mt. Saint Vincent University in Halifax, Canada, spent a week at the Institute and also met with representatives of several women's NGOs.

•*UNIFEM's Regional Coordinator for Latin America, Klaus Bethke, paid a courtesy visit to INSTRAW while on mission in the Dominican Republic.*

•Two consultants spent time at INSTRAW headquarters doing evaluations for the Institute. They were Raquel Cohén-Orantes, a specialist in mass communications who works with the Programme Evaluation and Communications Research Unit of the United Nations Department of Public Information, and Kaarina Einola, a former United Nations librarian.

•*INSTRAW has been very active in its host country. In November, it took part in the XIX National Book Fair, at which several hundred publications were distributed. In December, the Institute contributed to the X Bazar Benéfico Internacional, organized yearly by the Asociación de Damas Diplomáticas in the Dominican Republic. In cooperation with the country's coordinator of women's NGOs, an umbrella group, INSTRAW organized a panel discussion on violence against women.* □

Member of Japanese Parliament Visits INSTRAW

During January this year, INSTRAW had a very special visitor, a woman Member of the Japanese Parliament but, more important on this occasion, a woman with a very long connection with INSTRAW.

Ms Manae Kubota was the Director of the Division for the Advancement of Women from March 1978 to March 1982. She held that position during the critical period when the first Director of INSTRAW, Mrs. Dunja Pastizzi-Ferencic, was appointed an also played a vital role in ensuring that INSTRAW found a suitable home.

Manae Kubota left the United Nations in early 1982 an after taking time out to write a book about her experiences as a UN Bureaucrat in Vienna, "Alarm Clock on Saturday Morning", she entered politics in Japan and has been a Member of the House of Councillors since 1983. There her quiet determination to get things done, especially for women, has earned her the respect of people in may walks of life.

Manae Kubota.

However, she has not forgotten INSTRAW and was delighted to have the opportunity to visit our home in Santo Domingo nearly ten years after leaving the UN. She said that one of the things that gave her greatest pleasure was seeing so many staff and all the modern equipment —from computer terminals to printing equipment.

When asked about her views on the most serious problems women are facing in developing countries, Ms Kubota mentioned first the growth in the number of refugee women and their children as a result of armed conflict. She also drew attention to the continuing need to support women in their struggles to obtain clean water and sanitation and thus to reduce high rates of infant and maternal mortality. In addition, she stressed the need for projects in the area of new and renewable sources of energy. These issues are all included already in the current work of INSTRAW but it is conforting to know that they are still a central part of the concerns of one of INSTRAW's founding mothers. □

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WOMEN AND DEVELOPMENT

The main purpose of *INSTRAW News* is to report on the work of the Institute and, in doing this, to record research trends, disseminate training materials, and promote networking on women in development issues at a global level. The editorial policy of INSTRAW is to select events, news and items linked with its programmes and related activities.

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